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# THE EFFECT OF SUPPORT SYSTEM ON RECRUITMENT PROCESS TOWARDS ORGANIZATIONAL PERFORMANCE IN MICROENTERPRISES IN FINLAND

Case organization: ELY Centre of Uusimaa

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## TIIVISTELMÄ

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Opinnäytetyön nimi	Julkisen tuen vaikutus rekrytointiprosessiin kohti organisaation suorituskykyä mikroyrityksissä Suomessa. Kohdeorganisaatio: Uudenmaan ELY-keskus.
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Tämä on opinnäytetyö julkisesta palveluhankkeesta nimeltään Työllistä taidolla. Tutkimus tutkii, toimiiko palvelu positiivisena välittävänä tekijänä rekrytointiprosessin ja organisaation suorituskyvyn välillä. Aihe on tärkeä, koska se tutkii julkisen hankkeen nykytilaa ja sen vaikutuksia suomalaisiin yrityksiin tapausorganisaatiossa.

Kirjallisuuskatsaus tarjoaa kattavan ymmärryksen projektinhallinnasta ja sen käytännöistä, erityisesti keskittyen viestintäprosessiin, organisaation suorituskykyyn ja niiden merkitykseen rekrytointiprosessissa. Empiirinen osa suoritettiin määrällisenä tutkimuksena julkiselle organisaatiolle.

Tutkimus tehtiin sähköpostikyselytutkimuksena Työllistä taidolla -palvelun asiakkaille marraskuussa 2023. Vastanneiden määrä oli 920, ja vastausprosentti oli noin 14, koska otoskoko oli 6559 vastaajaa. Tämä tutkimus tarjosi arvokkaita näkemyksiä yrityksiin, palveluiden vaikutukseen ja organisaation suorituskykyyn vaikuttaviin tekijöihin. Tutkimus sisälsi laajan kirjallisuuskatsauksen ja tilastollisen analyysin hypoteesien testaamiseksi.

Tulokset osoittivat, että viestinnällä on tärkeä rooli onnistuneissa projektitoiminnoissa. Tutkimusmateriaali, joka perustui kyselyyn kerättyihin tietoihin, vahvisti hypoteesit.

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Avainsanat                      Projektijohtaminen, rekrytointiprosessi, viestintäprosessi, organisaation suorituskyky, julkinen sektori

## ABSTRACT

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This is a thesis on the public service project called Recruit Like a Pro. The study explores whether the aid system is a mediator in the relationship between the recruitment process and organizational performance. The subject is important because it investigates the current state of a public project and its implications for Finnish enterprises.

The literature review offers a comprehensive understanding of project management and its practices. Also, there is a focus on communication process, organizational performance, and their relevance to the recruitment process. The quantitative research in the empirical part was carried out for public organization.

The research was conducted via an e-mail questionnaire survey to the customers of Recruit Like a Pro service in November 2023. The number of respondents was 920 and the response rate was around 14, as the sample size was 6559 respondents. This survey provided valuable insights into the enterprises, the influence of services, and factors affecting organizational performance. The research incorporated an extensive literature review and a statistical analysis to test hypotheses.

The results showed that communication plays an important role in successful project activities. The research material collected based on the survey confirmed the hypotheses.

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Keywords<sup>1</sup> Project management, recruitment process, communication process, organizational performance, public sector.

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## 1 INTRODUCTION

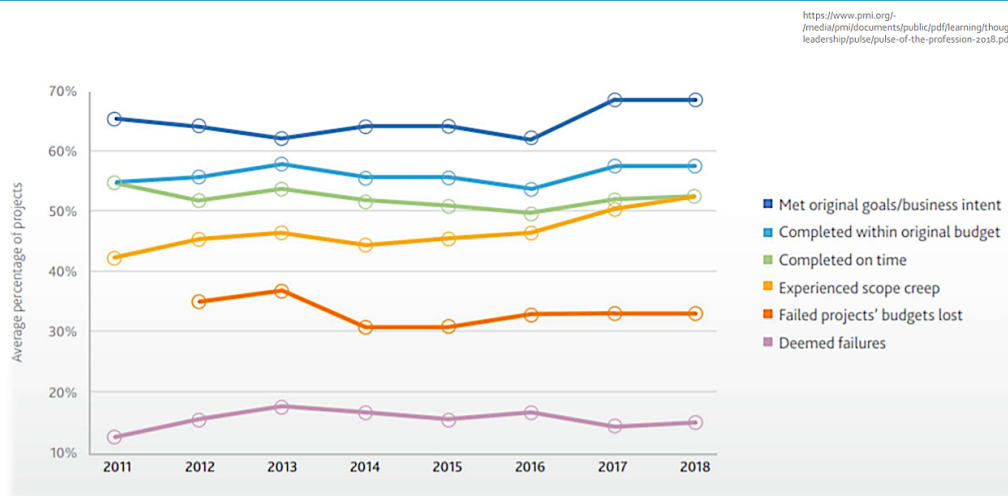
Finland is seen as an innovative country in public governance. In 2022 (Ministry of Finance 2022) the public sector innovation barometer was conducted simultaneously in both central government and municipalities. The results indicate that all organisations innovate and recent years' efforts to improve efficiency have been to use new technologies and adapt to the COVID-19 pandemic in 2020–2021. This is a topic that both the OECD and the Nordic countries have paid more attention to in recent years. The Ministry of Economy and Employment (2012) studied the service provider models which are commonly part of the public sector projects. The services are different between the districts and the model to provide these needs are not organised and not standardised (Ministry of Economy 2012). The research on the role of these practices is needed and this study brings more information on this topic. There are not many studies written in English on public sector projects in Finland. The projects are part of the central government, and they should not be mixed up with line work. The projects, as we know, end at some point, the line work stays.

Figure 1 shows the picture on project performance according to Project Management (PMI) Institute's Pulse from 2018. In the report it is believed this can be attributed to changes in how work is being done. New advances in technology are disrupting all industries and thereby changing the functional roles and responsibilities of workers. New ways of working are emerging, creating the need for new skills. (Project Management Institute 2018, 14.)

Recent data shows that 52% of projects completed in the past year experienced scope creep, a notable increase from the 43% reported five years ago. Even champions in project management report that about one-third of their projects (33%) face scope creep challenges, while underperformers experience it at a higher rate (69%). (Project Management Institute, 2018, 7)



## Project Performance according to PMI's Pulse 2018



**Figure 1.** Project performance through the years (Project Management Institute, 2018).

Project complexity is on the rise, affecting the prevalence of scope creep, with high-complexity projects increasing from 35% in 2013 to 41% in 2018. Effective stakeholder and change management are crucial in today's interconnected environment, regardless of the project delivery approach. In agile methodologies, scope control occurs within each sprint, with the team making requirements, trade-offs, and re-scoping work at the start of each iteration. Collaborative discussions about what is reasonable, risky, critical, or convenient are vital. (Project Management Institute, 2018, 7.)

In contrast to the hierarchical decision-making and formalized reporting structures favoured by traditional project management, modern practices emphasize the critical importance of providing access to information throughout the entire project team. This inclusive approach extends beyond internal team members to encompass stakeholders and participants within the project governance committee. Recognizing the limitations of past paradigms, contemporary project management strives to foster a culture of transparency and accessibility, aligning

with the dynamic and interconnected nature of today's projects. (Zarina et al. 2014, 62-62.)

As project environments continue to evolve in response to technological advancements, shifting socio-political landscapes, and the complexities of global collaboration, the imperative to adapt project management methodologies becomes increasingly evident. (Zarina et al. 2014, 62-63.)

Project leaders play a key role in aligning stakeholders and effectively communicating the vision of the project. There are various ways to control scope irrespective of the approach, including creating awareness of business benefits, establishing feedback loops with customers, and adopting iterative approaches to accommodate midstream shifts in delivery, ultimately leading to more intentional scope adjustments. (Project Management Institute, 2018, 7.)

### **1.1 Background Information, Limitations, and Research Questions**

This thesis explores the effect of Recruit Like a Pro coaching service on organizational performance in microenterprises. It has been carried out by the public sector organizations the Centre for Economic Development, Transport, and the Environment (ELY Centre) of Uusimaa and TE Office of Uusimaa since 2017, although the name of the service has changed. TE Offices can provide companies with coaching on employee recruitment and development of employer skills. The coaching has been provided free of charge. (Ministry of Economic Affairs and Employment 2022.)

The coaching service have been considered de minimis aid to the companies after a legislative proposal in 2022. The duration of the service is about 3-5 hours. The thesis analyses whether the communication process of the support system has a mediating effect between the recruitment process and organizational performance in microenterprises in Finland. Also, it examines the relationships

between communication process, recruitment process, and organizational performance.

It evaluates the methods of the recruitment process of the microenterprises, including strategies for attracting candidates, the selection process, and the integration of the Recruit Like a Pro service. The communication process in the Recruit Like a Pro service as known as a mediator in the research model assesses the quality and effectiveness of communication provided by the service providers.

In this study the communication process is understood as a process between service providers and the microenterprises in Finland. The thesis gathers data on participants' satisfaction with communication channels used, clarity of information provided, and guidance received. The measurements items are in Section 4.2.1 explained.

The first research question addresses how the recruitment process and organizational performance in enterprises affect each other. The second question addresses how the communication process impacts the recruitment process and organizational performance. The third question addresses how the recruitment process without the communication process impacts organizational performance. Based on the objectives, the following research questions are addressed.

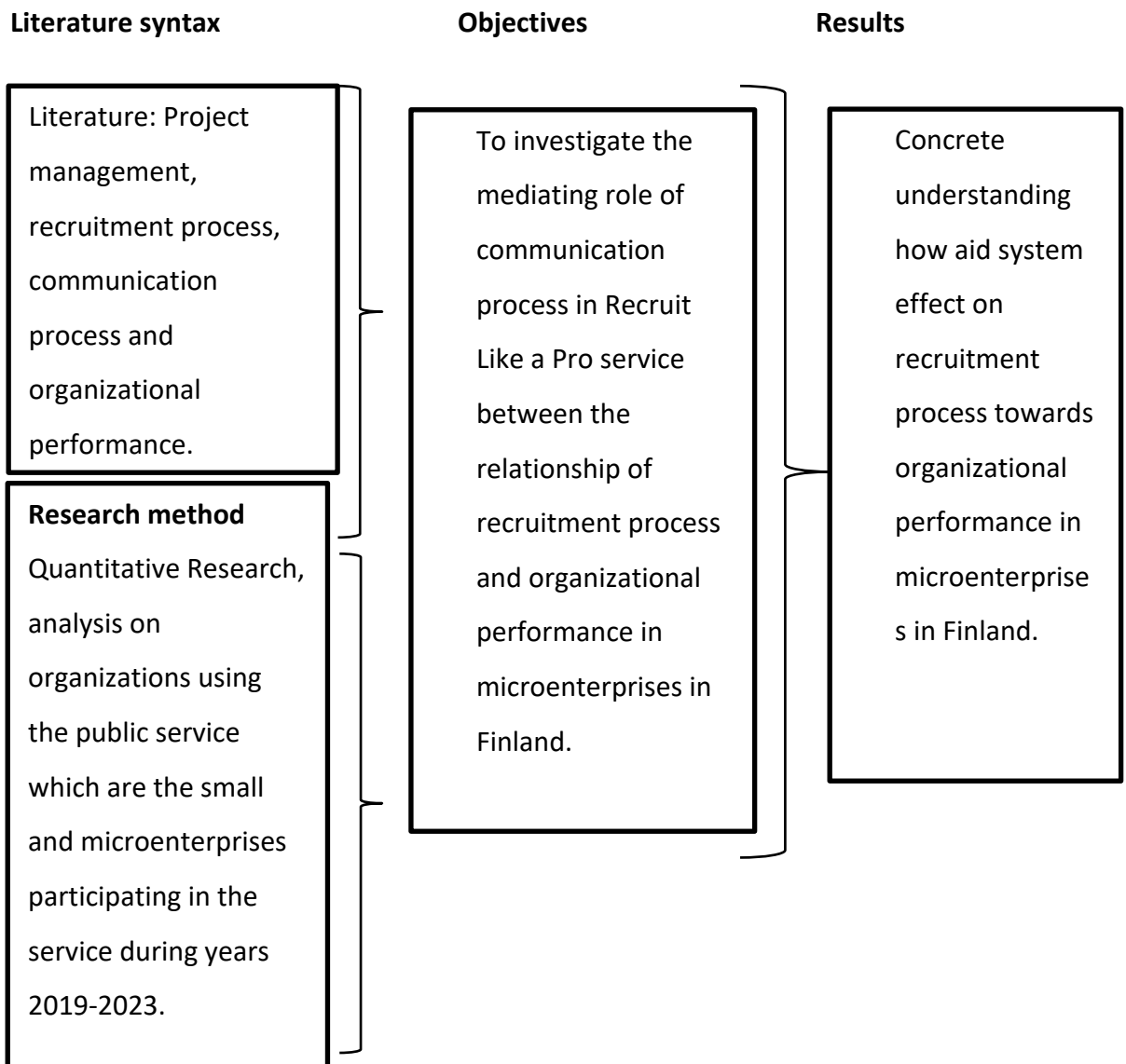
- RQ1. What is the relationship between the Recruitment process and Organizational performance?
- RQ2. How does the Communication process impact the Recruitment process and Organizational performance?
- RQ3. How does the Recruitment process without the Communication process impact Organizational performance?

## 1.2 Thesis Structure

In the second chapter survey methodology and the survey aspects of the study are introduced. After that the theoretical framework is presented which leads to the hypothesis development. The third part starts with project management areas including communication in project management, the stakeholder management, and exploring the connections between projects, programs, and portfolios. Then recruitment process, communication process, and organizational performance are introduced. Then we move on to see how the concepts delve into each other: Recruitment and its relationship with organizational performance and relationship between recruitment and communication. At the end of Chapter 3, we delve into the hypotheses that emphasize the mediating role of communication and research framework.

Chapter 4 details the research design and method, providing a roadmap for the empirical investigation, including considerations of reliability and validity in the research process. The empirical findings are presented in Chapter 5, utilizing statistical analysis such as correlation analysis and structural equation modelling to confirm the hypotheses. Chapter 6 offers a comprehensive analysis of data trends, incorporating pareto and root-cause analysis, contributing valuable insights into communication and recruitment process and organizational performance.

The final chapter, Chapter 7, concludes key takeaways from the study, drawing meaningful conclusions that contribute to our understanding of the complexities inherent in project management, supported by a reference section for further exploration. Figure 2 depicts the structure of the knowledge base and the research, detailing the methods, their objectives, and the results of the study.



**Figure 2.** Thesis planning model.

## **2 SURVEY METHODOLOGY**

In this section, the research approach and the method are introduced, and the method theory is used to explain how the research data was planned to be collected, classified, and processed. The actual results of the scientific research analysis, along with tables and figures, will be presented in chapters 4 and 5.

The method and data sources are used to investigate the impact of public service on the recruitment process and performance in microenterprises in Finland. The study focused on the enterprise customers of Recruit Like a Pro service. To achieve the research objectives, a single method was deemed sufficient, and the criteria for its selection are explained in the following subsection. The research strategy, or the set of methodological solutions in the thesis, is as follows: the thesis was conducted as an empirical study, with the research data. The research strategy employed a survey research approach, and information was gathered from a large sample using a survey method. The practical implementation of the survey research was carried out via email using a structured questionnaire, which included two open-ended questions. The open-ended questions added qualitative research characteristics to the study.

Descriptive research is the fundamental form of empirical research, and the study involves a broad dataset, emphasizing the reliability, accuracy, and generalizability of results (Heikkilä 2014, 13–14). When investigating a well-known public service and the impact of its communication process on recruitment decisions, and aiming to provide development suggestions, the results of the study must be of high quality. The results should be valid, reliable, and practically implementable. Additionally, it is crucial to ensure that a large group of enterprises readily adopts the development measures derived from the results.

## 2.1 Research Approach

To address the research problem, a quantitative research method was employed, allowing for the exploration of opinions, attitudes, values, and perceptions of a wide target audience. The outcome yields quantitative, numerical data that can be analysed precisely (Hirsjärvi et al. 2009, 140). The study focused on companies of a Recruit Like a Pro service, but practically all Finnish microenterprises could be customers of this service. The reason for not choosing a qualitative method, such as interview research, was that the target population was large, and generalizing the results would not have been feasible. In quantitative research, even with a large sample, the data is considered reliable (Heikkilä 2014, 15). Information obtained from interviews would have been too limited relative to the target population. Another reason for choosing this method was that respondents might not have felt comfortable expressing their true opinions and thoughts about the service in an interview setting. The researcher's relationship with the research subjects is very distant in quantitative research (Heikkilä 2014, 15; Vanhala 2006, 20). Additionally, respondent anonymity would have been compromised in an interview. The survey questionnaire was conducted almost anonymously, preserving the privacy of the respondents.

Typical data collection methods for the quantitative method in empirical research include surveys, online surveys, structured interviews, systematic observation, and experimental studies (Heikkilä 2014, 13). A well-constructed questionnaire ensures that information about respondents' thoughts, opinions, and feelings is obtained (Heikkilä 2014, 17). Informal discussions and thematic interviews could have been a suitable data research approach. The methods would have brought more contact between the researcher and the individuals studied, and the researcher would have had to develop new analysis methods (Hirsjärvi et al. 2009, 194–195). The researcher and the client saw the advantage of survey research in the extensive research material, the efficiency of the research form, and the ability to inquire about many different things. It made sense for respondents to answer

the survey in a structured way so that the information obtained would be systematic and generalizable to the target population.

## **2.2 Unit of Analysis**

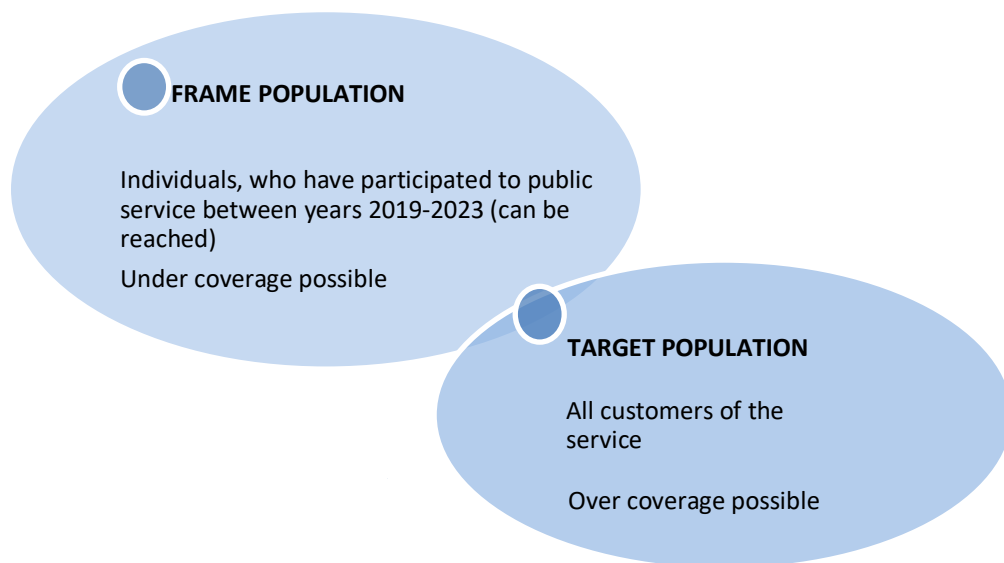
According to Heikkilä (2014, 12), the population, or target population, of the study is the group under investigation from which information is sought, in this case, the loyal customers of a service called Recruit Like a Pro. The population must be precisely defined before selecting a representative sample. Subsequently, it needs to be determined whether there is a comprehensive registry of the population and if its data can be utilized. A sample can never fully represent the entire population. Results derived from the sample are valid for the entire population with a certain probability (Heikkilä 2014, 12). In this study, individuals were defined as the units of the sample. The client for the study had a registry that sufficiently described the population, consisting of customers which had participated in the service in the years of 2019-2023. Since only a portion of the population was investigated, the study can be classified as a sampling study. According to background information, the client had the information in contact details level from the years of 2019-2022. The data could not be obtained in the detail level from the service customer before the year of 2022 as it became de minimis -aid. In Finland there are 294 965 small businesses, excluding agriculture, forestry, and fishing (Yrittäjät). They employ 1.4 million people and pay taxes which are used to fund services everyone uses. Ninety-three percent of companies employ less than 10 people, and that is the target group for the Recruit Like a Pro service.

The composition of the population was influenced by the fact that most of the survey recipients might not have recruited during the service. This was considered in the design of the survey. Non-recruiters were not shown all the questions. Background information collected from the population can ensure that the group of respondents corresponds to or is part of a larger group (Vanhala 2006, 21). In this case, it is hoped that the respondents match the background information. In such scenario, the results can be generalized as valid for the entire population.



### 2.3 Population and Sample

In Figure 3 the target population is identified, which comprises microenterprises that have utilized the Recruit Like a Pro service in Finland. A randomly selected a representative sample of microenterprises that have used the service in Finland is the target population.



**Figure 3.** Frame and target population of the study.

Even if the population can be defined unambiguously, practical accessibility to all units may be impossible. The terms target population and frame population are used separately (see Figure 3). The target population includes all individuals of interest, while the frame population consists of individuals who can be practically reached (Heikkilä 2008, 34). In this study, the target population comprises all customers of the service since 2017, and the frame population includes those individuals whose data the client has and have been in the service between years 2019 - October 2023. Over coverage in the target population occurs when it includes units that do not belong to the target population (Heikkilä 2014, 32). The

study might have a slight over coverage, but under coverage is likely not present. Under coverage is unlikely because all individuals in the study belong to the target population, participated in the service and the data was provided by the client. Over coverage practically occurs when individuals who have participated in the pilot of the service in 2017 end up in the frame population. The reason for under coverage or over coverage in the study is precisely the absence of a perfect registry of the population. It was not possible to use a registry consisting of customers who were participating the service in between 2019-2023 since some of them cancelled the service and were not part of the target group for the service and this is due to the fact there is no system to manage the data.

Sampling research was chosen as the sampling method for the population because the population is large, conducting a study of the entire population would be too expensive, and quick and efficient data availability is desired. The sample must be a representative miniature of the population to ensure reliable results. Representativeness of the sample means that the selected sample has the same characteristics and in the same proportion as the entire population (Heikkilä 2014, 31). The representativeness of the sample in the study was ensured by comparing the background variable responses of the sample to the information contained in the population data in section 4.5 during the analysis phase. In practice, the choice of the sampling method often involves combinations of various methods, especially in large-scale sampling studies (Heikkilä 2014, 38). In this study, there are elements of both a total study and a sample.

Randomization is essential in sampling, meaning that units are determined randomly. This allows for unbiased results and measurement of the magnitude of sampling errors (Heikkilä 2014, 32). For example, an email survey is limited to owners of email, which affects the sample. For the success of the study, the sample is defined precisely and made as large as possible. The selection of the sample was done with the highest possible accuracy, which is achievable by the client. In determining the sample, a precise group concerning participants of the service

who are aware of the content of the service was ensured. Additionally, consideration was given to how accurate statistical parameters related to the population are desired in the study and how homogeneous the population is regarding the topic under investigation. Even a smaller sample would have been sufficient for the prevalence of dispersion.

A representative sample consists of randomly selected sample units. Each sample unit is chosen by chance, not by deliberate choice. Each selected sample unit must belong to the target population, and each unit in the frame population has a predetermined sampling probability, meaning everyone has a chance to be part of the sample (Heikkilä 2014, 40). The sample size for the study was 6559 respondents and consisted of the following target individuals. The population consisted of customers of a Recruit Like a Pro service who had been part of the service between 2019 - October 2023. The planning of the sample implementation took place in collaboration between the client and the researcher. The sample implementation was planned to take place in November of 2023.

The survey was conducted in Finnish, in Swedish and in English, see appendix 1, 2 and 3. The results of the study can be generalized to Finnish, Swedish or English-speaking customers who have been participating in the service. The results can be generalized to the entire population of Finland, where, for example, the second official language is Swedish. The possibility of responding to the survey was limited so that only one email survey was sent to one member of the enterprise. Namely, the service can be offered once for each enterprise ID. If several individuals from one enterprise had received the survey, the results might have produced incorrect data about the target group.

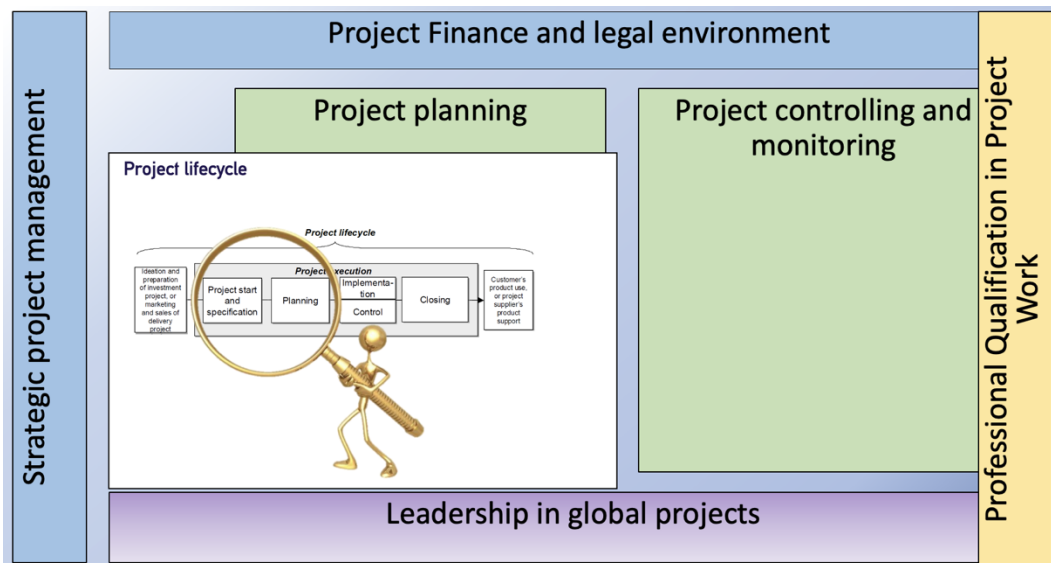
### **3 PROJECT MANAGEMENT FRAMEWORK AND HYPOTHESIS DEVELOPMENT**

The literature review provides insights into key topics relevant to this thesis: project management areas, recruitment process, communication process, and organizational performance. These topics also lay the ground for the hypotheses of the thesis.

Recruitment processes play an important role in shaping the organizations, influencing their performance and overall success. This literature review delves into various aspects of recruitment processes, organizational performance, communication in project management, and the intricate relationships among these elements. By exploring existing literature, chapter aims to establish a comprehensive understanding of the key factors that contribute to effective recruitment process, successful organizational performance, and the crucial role of communication process in project management.

Additionally, given that the project management practices at the target organization, the ELY in Uusimaa, are not yet mature, the literature review offers a general overview of the project management and project management practices. The review also discusses criteria for project success and addresses how factors contributing to a project' success may differ from those affecting project performance.

In Figure 4 the main factors of project management are described. The project could be in a complex environment and have systems which affect how it works. The public sector has project management practices which differ but merely projects which are strategically aligned with portfolio management. The maturity of project management in the organization changes during the project lifecycle. Project management also goes through different phases and the level of management matures: embryonic phase, executive management acceptance phase, line management acceptance phase, growth phase and maturity phase.



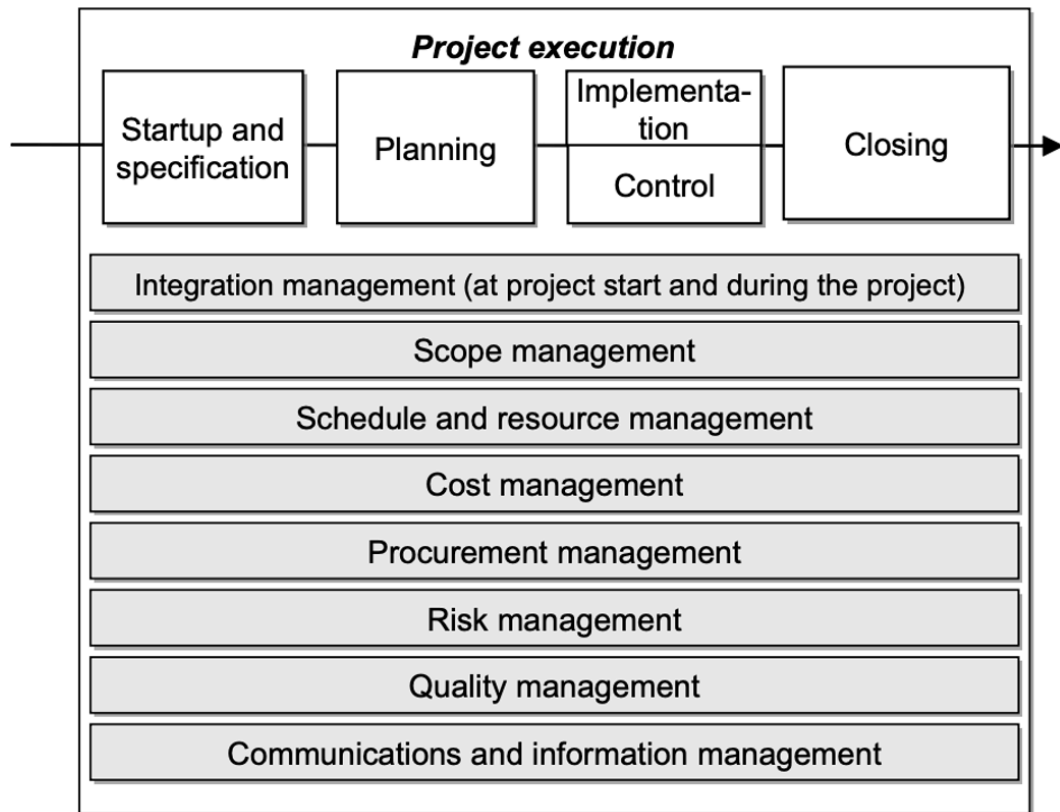
**Figure 4.** The steps in managing a project (own elaboration).

The findings indicate that there is a significant positive relationship between maturity in project management and reputation of public sector organizations. Additionally, it is determined from the findings of various studies that different dimensions of project management maturity such as process management, project management training, knowledge management transfer, continuous improvement and the use of project management software positively affect the reputation of the public sector organizations. (Irfan et al. 2020.)

### 3.1 Project Management Areas

Wysocki (2019) defines a project as “a unique entity formed of complex and interrelated activities, having a predefined goal that must be completed by a specific time, within budget, and according to specification”. In Figure 5 crucial project management knowledge areas are depicted that are involved in project execution, including project integration and scope management; schedule and resource management; and management of procurement, risks, quality, and information. For all knowledge areas, we take the perspective of the executing organization (typically, the project supplier) and describe key project planning and control-related concepts, methods, and procedures; and we provide examples of

proven tools for use in project management and control. Each knowledge area is important throughout the phases of the project lifecycle.



**Figure 5.** Phases of project execution and project management knowledge areas. (Artto, Martinsuo & Kujala, 2011.)

### 3.2 Project Communication

Communication in project management has a crucial role, asserting that project success is in the end linked to the efficiency of communication networks. Rajkumar (2010) defines communication as the effective exchange of information within a project. Project Management Institute (2023) broadens this definition to include both intentional and unintentional information exchange.

Communication impacts key project management iron triangle areas such as cost, scope, time, and quality (Zulch, 2014). Poor communication with stakeholders

heightens risks and complicates risk mitigation (Hatamleh et al., 2021). Project managers require effective communication channels to influence others, especially in situations where formal authority is limited (Boddy, 1992).

Four essential communication practices—communication quality, communication frequency, communication formality, and communication bi-directionality—are recognized for effective communication (Afroze and Khan, 2017). Communication quality is defined as the degree of accuracy, clarity, detail, relevance, and timeliness (Aubert et al., 2013). The total communication model (Cleland and Kerzner, 1986) illustrates the complexity of communication influenced by individual factors. Sending and receiving communication is often not so straightforward as intended. Factors such as individual perception, personality, attitudes, emotions, and prejudices can influence both the sending and receiving of messages (Kerzner, 2017).

Formal and informal communication are distinguished, with formal communication being pre-planned and documented, while informal communication is spontaneous and unstructured (PMBOK Guide, 2017). Formal communication is crucial for project clarity and consistency, especially as projects grow (Boddy, 1992). Informal communication fosters trust and honest opinions (Berkun, 2005; Karlsen et al., 2008).

The critical role of communication in project success is widely acknowledged (Pinto and Pinto, 1990). Ziek and Anderson (2015) argue that communication shapes the orientation and the progress of a project. Open and transparent communication fosters a culture where team members share information about potential issues, enabling proactive problem-solving (Pinto et al., 1995; Project Management Institute, 2013). Overall, the project communication is positively associated with project performance.

### **3.3 Project Communication in Virtual Setting**

The recent years phenomenon of virtual teams has been under discussion. The study by Gonçalves et al. (2014) studied the impact of computer-mediated communication on group effectiveness within virtual teams. Comparing two communication architectures—Direct Communication Architecture (DCA) simulating face-to-face interaction and Virtual Communication Architecture (VCA) utilizing virtual reality-based representations—the research challenges existing notions by positing that users do not oppose the acceptance of virtual environments for communication. Through experimentation, the authors validated that the VCA does not negatively affect emotional dimensions of communication. This research provides valuable insights into the acceptance and effectiveness of virtual communication architectures, particularly the VCA, in the context of virtual teams. By addressing the emotional dynamics of communication, the study highlights the potential of virtual environments to navigate challenges in dynamic team structures, offering a glimpse into the evolving landscape of project communication in contemporary settings. (Gonçalves et al., 2014.)

The impact of the COVID-19 pandemic has shifted communication methods, increasing reliance on remote work and computer-mediated communication (Kähkönen, 2023). Virtual teams face challenges in delivering messages effectively, emphasizing the importance of communication quality and skills (Kashive et al., 2022).

### **3.4 Project Stakeholder Relations Management**

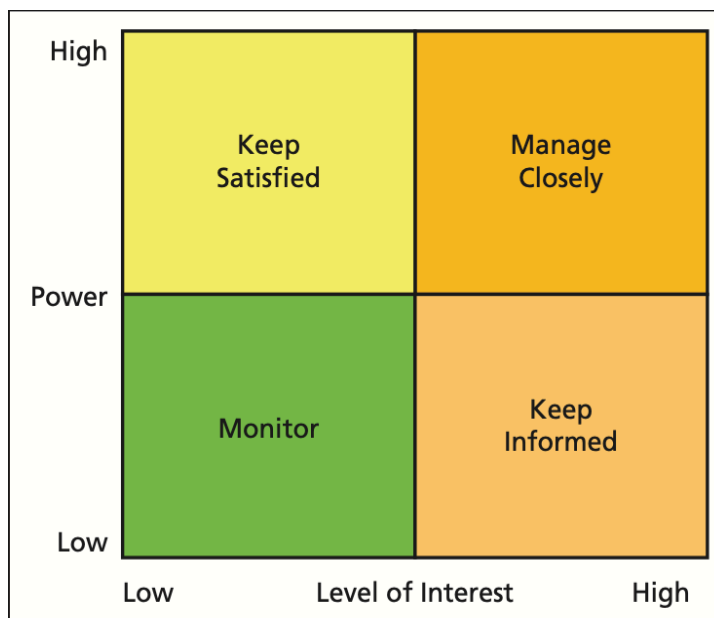
Stakeholder Relations Management (SRM) is introduced as a methodical approach in project management. According to Kerzner (2017), SRM involves the systematic identification, analysis, planning, and execution of actions to strategically engage stakeholders. The primary objective is to cultivate positive relationships with entities influencing or being influenced by a project, ensuring continual



consideration of their needs and expectations throughout the project's life cycle (Kerzner, 2017, 44).

Understanding the unique challenges and information needs of each stakeholder is deemed crucial for project managers (Kerzner, 2017, 44-55). Effective SRM, as emphasized by Kerzner (2017, 44-55), requires avoiding excessive metrics to prevent micromanagement, particularly in larger projects with diverse stakeholders facing challenges like geographical dispersion, hierarchical differences, and cultural diversity. Balancing stakeholder interests, addressing varied perceptions of project value, and securing commitments influenced by political, economic, or cultural factors are identified as key challenges in SRM.

Selecting appropriate metrics for project teams and employing effective communication strategies, considering frequency, format, and individual needs, are highlighted as vital components for building trust and preventing misunderstandings in SRM (Kerzner, 2017, 44-55).



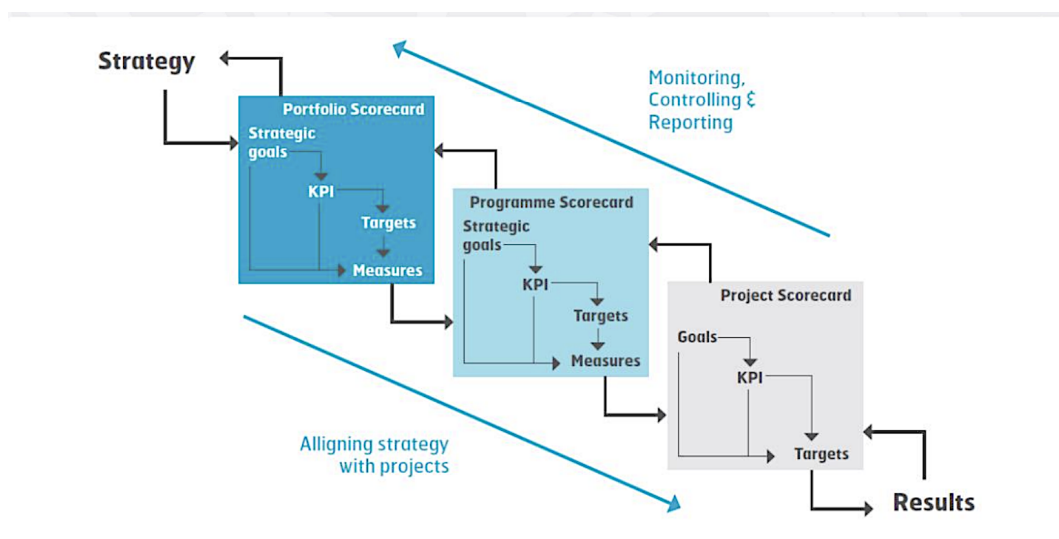
**Figure 6.** Power grid in stakeholder management.

The concept of stakeholder mapping, based on power and interest, is introduced in Figure 6 to prioritize engagement efforts. Understanding each stakeholder's influence and interest level guides effective interaction (Kerzner, 2017, 52). Additionally, Marion and Richardson (2022, 29) contribute by introducing the concept of negative stakeholders—individuals or groups with a desire for the project's failure, particularly relevant in expansive public projects with diverse stakeholder groups.

Implementing SRM is portrayed as a time-intensive process requiring collaboration with sponsors, executives, and the project team. The utilization of internet-based communication becomes crucial, especially in managing virtual teams and engaging stakeholders remotely. The benefits of effective SRM, as outlined by Kerzner (2017, 44-55), include informed decision-making, better control over scope changes, prevention of unnecessary modifications, and potential follow-on opportunities. The integration of SRM practices with stakeholder analysis and engagement methods contributes to a holistic and strategic approach in managing the complexities of projects.

### **3.5 Connection Between Portfolios, Programs, and Projects**

Referring to Figure 7, the important question is: “How does the project relate to the company and other strategies?” On the lower level we could think about what the management of processes is related to projects connected through programs to portfolio management.



**Figure 7.** Connections between portfolios, programs, and projects.

In portfolio management, the purpose is to move from the operational to the strategic level. It reduces risks, as development is efficient. Project portfolio management is the management of project portfolio processes. We choose the right projects that match the organization's goals as this supports the achievement of goals. This also increases efficiency in financing when controlling scarce resources in projects based on strategic priorities. In portfolio management, projects, resources, and goals must be balanced. Each project is independent, but each project has connections to other projects. According to PMBOK (2017: 16.) portfolio management aligns portfolios with organizational strategies by selecting the right programs or projects, prioritizing the work, and providing the needed resources. It also highlights that systematic management of portfolios, programs and projects is needed through the application of organizational project management (OPM). OPM is defined as a framework in which portfolio, program, and project management are integrated with organizational enablers to achieve strategic objectives. PMBOK (2017: 17.)

The project management office, PMO, determines the standards for the organization and solves specific problems and is part of strategic guidance. So, it

is typically associated with the portfolio or program level in terms of project management hierarchy. The project management office is useful if it cooperates with the project manager. Successful project management within an organization hinge on the seamless integration of projects with the broader company strategies. Project managers play a crucial role in ensuring that individual projects are aligned with overarching organizational goals, fostering a cohesive and mutually beneficial relationship. Managing the entire project lifecycle, from meticulous planning and initiation to efficient execution and closure, is paramount for project success. Resource management, encompassing the judicious allocation of personnel, time, and budget, ensures projects stay on track and within defined parameters. (Van Der Linde & Steyen, 2016.)

The establishment of a PMO further enhances an organization's project management capabilities. PMOs provide standards, training, and support, contributing to successful project execution. They play a crucial role in ensuring that the benefits outlined in project plans are effectively realized, bolstering the overall success of the organization. Utilizing maturity models offers organizations a structured approach to assessing and improving their processes continuously. These models provide a roadmap for development, identifying areas for enhancement and optimization, fostering an environment of continuous improvement. (Van Der Linde & Steyen, 2016.)

Strategic portfolio management involves creating a foundation by clearly defining the portfolio, grouping projects based on strategic objectives, and prioritizing and selecting projects aligned with organizational goals. Integrating projects into the portfolio requires managing their interactions and dependencies to ensure cohesive progress toward overarching business objectives. Regular monitoring and control mechanisms assess project performance, facilitating necessary adjustments and maintaining alignment with strategic goals throughout the entire portfolio. In summary, a holistic approach encompassing company alignment, effective project management processes, a robust PMO, adherence to maturity

models, and strategic portfolio management is essential for successful project management within an organization. Each element contributes to a comprehensive and efficient approach to project management in the organizational context. (Van Der Linde & Steyen, 2016.)

Also, according to PMBOK the success of the project is measured against the project objectives and success criteria. Often the success of the product, service, or result is not known until sometime after the project is complete. This means that an increase in market share, a decrease in operating expenses, or the success of a new product may not be known when the project is transitioned to operations. In this situation PMO, portfolio steering committee, or some other business function within the organization should evaluate the success later to determine if the outcomes met the business objectives. (PMBOK 2017: 547.)

### **3.6 Recruitment Process**

Recruitment and selection are vital functions of human resource management for any type of business organization, whether it is a small or large organization. Opatha (2010) described recruitment as a process of finding and attracting suitably qualified people to apply for job vacancies in the organization. It is a set of activities an organization uses to attract job candidates who have the needed abilities and attitudes. Ofori and Aryeetey (2011) described recruitment as a process of generating a pool of competent individuals to apply for employment within an organization. It is usually seen that the larger corporations are more likely than smaller organizations to implement sophisticated recruitment processes as noted by Bacon & Hoque (2005) and majority of smaller organizations rely on referrals and advertising as their recruitment practices of choice (Barber, Wesson, Roberso & Taylor, 1999).

Selecting the right candidates for the recruitment is vital. Dany and Torchy (2017) described the process of selection as a way of choosing people who have the right opportunities to fill jobs in the association. It is not just about selecting the best

competitor. “It is an attempt to strike a happy balance between what the applicant can and wants to do and what the organization requires.” Choosing the right employee is important for the three main reasons: execution, costs, and legal obligations (Brown, McManus, Davison, Gill, & Lilford, 2019). According to Gajdosikova (2021) the hiring process is also a competitive advantage in the objectives of the human resource management process and that is why ensuring a smooth and efficient hiring process is the main purpose of every enterprise.

The evidence indicates that incentive schemes influence individuals' behaviour, with people responding to changes in their compensation systems. However, their responses may not align with the designer's intentions. Notably, workers tend to concentrate efforts on rewarded tasks and may display dysfunctional behaviour, especially in schemes with thresholds (Burgess & Ratto, 2003, 298). Similarities of this kind of effect is happening with public aid systems as well.

### **3.7 Communication Process**

Emphasizing the role of relationships is essential for the aid system to function successfully as a key component of effective communication in this thesis. Organizations are not static entities, but they are intended to be innovative to keep up in development. External channels of communication are used to gather information and for informing stakeholders. Also, organizations operating in the environment will be informed. (Kreps 1990, 102.) The communication process is seen as a system as a factor connecting parts together. It is not so much a tool of control as class in organizational theory but defines the organization. By communication feedback is given and the whole process is maintained. Values and goals defined and made visible through communication, as well as decision making and conflicts. (Yuhua Byers 1997, 29.) Feedback links communication and action. It tells you what effect the message had. In success both positive and negative feedback is required. (Eisenberg and Goodall 2001, 99-100.)

The historical evolution of public sector communication provides valuable context for understanding the development of communication strategies within the aid system. There has been a shift from top-down communication to a more diverse and multipurpose approach that aligns with the dynamic nature of communication in aid systems. And this has happened in hands with the introduction of democracy. Aid entities have transitioned from traditional models to adopt more strategic and diverse communication methods. The integration of new public management principles, discussed in the text, can be mirrored in the aid sector's adaptation to contemporary challenges, emphasizing efficiency, accountability, and responsiveness. Recognizing these parallels is instrumental in comprehending the evolving role of communication processes in supporting the effective operation of the aid system. (Fredriksson & Pallas, 2018.) In this thesis, the definition of communication process is clarified in a way that it refers to the communication process between TE Office, services providers, and companies.

### **3.8 Organizational Performance**

Defining organizational performance is a challenging task. A business organization could measure its performance using either financial or non-financial measures. The financial measures include profit before tax and turnover while the non-financial measures can be about customers' satisfaction or customers' referral rates, delivery time, waiting time or employees' turnover etc. H Gin Chong (2008) observed that a large portion of the extant literature is devoted to studies on how large organizations measure their performance; while an apparent void of understanding how SMEs measuring their performance- this gap arising due to nature and complexity of the business structure, and extent of the owners-managers willing to participate in the fact-finding processes. And they noted that the owners-managers use a hybrid approach combining both the financial and non-financial measures to evaluate performance against the predetermined goals and time. Time axis is based on the duration of completing a project.

In the contemporary business landscape, the evaluation of organizational performance has evolved beyond the traditional metrics of profit and turnover. Small and medium-sized enterprises (SMEs), often characterized by their agility and resource constraints, find themselves at the forefront of this paradigm shift. The lens through which success is gauged has expanded to encompass a hybrid approach, wherein both financial and non-financial measures intertwine to provide a more comprehensive understanding. In the grounded theory study conducted with SMEs in Texas, this hybridity is not merely a strategic choice but a pragmatic response to the intricate nature of performance evaluation. The enterprises, thriving in competitive markets, employ measures such as customer satisfaction, referral rates, and market share growth alongside traditional financial indicators. The symbiosis of these metrics forms a dynamic framework, acknowledging that success in SMEs is a nuanced tapestry woven from multiple threads, each contributing to the overall performance narrative. (Chong, 2008.)

### **3.9 Recruitment and its Relation to Organizational Performance**

Recruitment plays a crucial role in how well a company performs, acting like a key that shapes the team and directs the path to success. It's not just about filling job openings; it's a smart way of getting the right people whose skills fit perfectly with what the company wants to achieve. Companies that are good at attracting top-notch talent gain an edge in the competition. When recruitment is done strategically, it brings in diverse minds, leading to fresh and creative ideas that push the company to be more innovative. The connection between hiring the right way and how well employees work, and feel is clear. Strategic recruitment ensures that people's skills match the jobs they do, making everyone happier and boosting overall performance. So, recruitment is not just a task; it's a strategic tool that shapes how well a company does in the long run. (Ekwoaba et al., 2015.)

Joy O. Ekwoaba et al (2015) noted that one of the most significant developments in the field of organizations in recent times is the increasing importance given to human resources. The success of the enterprise can be directly linked to the



performance of those who work for that business, while similarly the under-achievement can be a result of workplace failures. And because hiring the wrong people or failing to anticipate fluctuations in hiring needs can be costly, it is important that conscious efforts are put into human resource planning (Biles & Holmberg, 1980; Djabatey, 2012). Djabatey (2012) noted that for the enterprise to build and sustain competitive advantage, proper staffing is critical.

Available evidence also indicates that there is a positive and significant relationship between recruitment and selection and the performance of an enterprise (Gamage, 2014). Therefore, the current study has proposed the following hypothesis: *H1: There is a significant positive relationship between companies' recruitment process and organizational performance.*

### **3.10 Recruitment and its relation to Communication Process**

The research highlights the widespread use of recruitment technology and its positive impact on the hiring process, especially at the earlier stages. Key findings include the popularity of tools like Workday and Smart Recruiters, a significant improvement in the recruitment process, and a preference for technology in sourcing and screening candidates. (Chaza, Wenli & Yating, 2020.)

The study indicates that 94% of HR professionals perceive technology as beneficial, with a focus on time reduction and efficiency improvement. The ease of mastering recruitment technology is highlighted, with 58% finding it easy to use. (Chaza, Wenli & Yating, 2020.)

Artificial intelligence is recognized as a growing force in recruitment, with 92% expecting its impact within the next 10 years. The qualitative insights from interviews further emphasize the positive changes technology brings, such as efficient talent pool management and streamlined hiring processes. (Chaza, Wenli & Yating, 2020.)

Recruitment itself is a process where a company communicates with the applicants. The only way recruitment happens without communication is when recruitment is through a competitive exam where the highest scoring person is recruited. Otherwise in regular recruitment, communication is part of the process.

The recruitment research has focused on the effects of recruiting via different sources, of recruiter characteristics and behaviours, and of providing realistic job previews. A few studies are made on how the communication process influences recruitment outcomes. Elements of the communication process that likely influence recruitment include characteristics of the sender, individual differences in receivers, the content and type of information communicated and media effects. (Allen, Van Scotter & Otondo, 2002.) Overall, the communication process which is under investigation in this thesis is the communication between public sector's service providers and the small and middle-sized companies. (Allen et al., 2002.)

To have support in the process of recruitment is important as the core activity of recruitment, particularly in the early stages of the recruitment process in the small and middle-sized companies, is communicating information about jobs, working conditions, expectations, values, and climate to persuade prospective employees to consider joining the organization. This leads to the following proposed hypothesis in this study: *H2: There is a significant positive relationship between the recruitment process and communication process.*

### **3.11 Communication Process and Organizational Performance**

The interplay between communication processes and organizational performance is intricately explored in the literature, with a particular focus on the strategic role of the recruitment process. The review underscores that recruitment goes beyond functional hiring, shaping organizational success when approached strategically. It serves as a key tool aligning individual skills with organizational goals, fostering innovation and creative ideation. The success of the recruitment process is

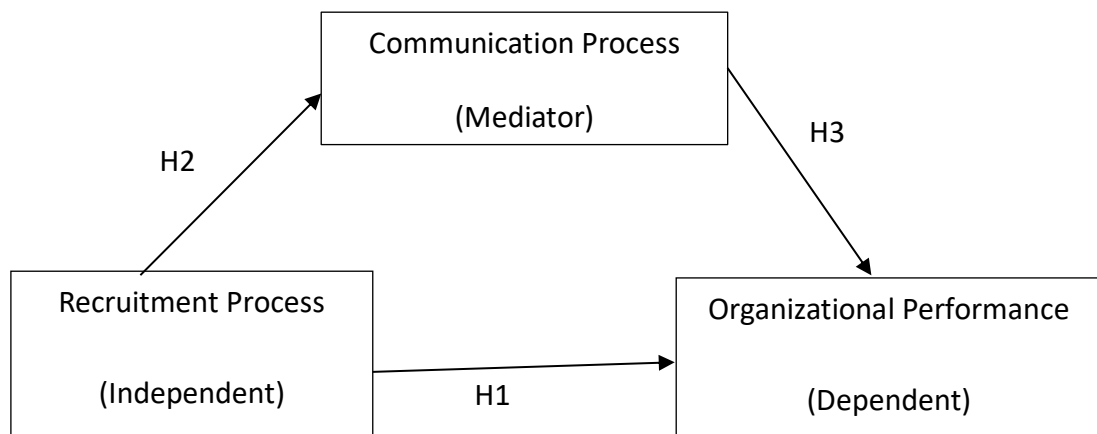
deemed to significantly influence overall organizational performance, leading to the formulation of a hypothesis suggesting a notable positive relationship between companies' recruitment processes and performance (Ekwoaba et al., 2015). Moreover, the literature emphasizes that communication is an integral part of the recruitment process, particularly in small and middle-sized companies. Effective communication during recruitment, conveying essential information to potential hires, is identified as pivotal for persuading individuals to join the organization, contributing significantly to overall success. Consequently, the theory posits a significant positive relationship between the recruitment process and communication process in the context of public sector service providers and small to medium-sized companies (Allen et al., 2002), highlighting the intertwined nature of these elements in shaping organizational performance. This leads to the hypothesis H3: *H3: There is a significant positive relationship between companies' communication process and organizational performance.*

### **3.12 Mediating Role of Communication Process and Research Framework**

Recently human resource management has gained a strategic importance, as organizations have started realizing that like other productive assets, employees are also one of the key assets of the company (Meyer et al., 2002). Considering this fact, organizations are more concerned about the recruitment and selection of employees, as commitment is in direct relationship with retention of employees which is the subject of great concerns of organizations nowadays (Lee & Steers, 2017). In this study the public service is the comprehensive communicative service to Finnish microenterprises. That service is serving the mediation role of the communication process in this study. The research model is presented in Figure 8.

The role of mediating effect can be seen in the following way in this study. As we can see the impact of the communication process, which includes the service provider's communication, it makes the hypothesis H1 even stronger. If the communication process is not as good as it is supposed to be in the service, then H1 is not as strong. The negative mediating effect could be seen in situations

where the recruitment process has taken time from the entrepreneur and in the end the recruitment process won't be a success. That takes time away from the entrepreneur and the organizational performance would suffer.



**Figure 8.** The mediation model for Recruitment Process, Communication process, and Organizational Performance.

## 4 RESEARCH DESIGN AND METHOD

Centres for Economic Development, Transport, and the Environment, referred to previously as ELY Centres, deal with the regional implementation and development tasks of the state administration in Finland. ELY Centres develop and support economic, social, and ecologically sustainable well-being. ELY Centres are significant developers of regions and providers of EU funding. The cooperation is close with the provincial associations and other parties. The ELY Centre supervises employment and business offices, TE Offices, in Finland. (ELY Centre, 2023.)

The development target is to support the public procurement projects and projects from the Ministry of Economic Affairs and Employment in Finland, as well as insufficient information about which projects must be terminated due to their uselessness. Previous Minister of Municipalities, Sirpa Paatero, has created Finland's first national public procurement strategy in 2020, but its implementation is still ongoing, and it was a social issue. The research was carried out by interviewing procurement units and their managers at the state and municipal level, as well as at the regional level. (Helsingin Sanomat, 2020; Ministry of Finance, 2020.)

Efforts have been made to improve the customer experience and procurement tools and to make public procurement a part of economic policy, as according to estimates, around 35 billion euros are used for procurement, which is half of the collected tax revenue. There are of course many kinds of purchases, such as social security services, employment projects, and many others. The employment activities are huge and some of its activities must be investigated and the points in which the projects and services do not actually serve companies, for example, need to be found. Organizations cooperate between different actors and state organizations, but the administration is vaguely organized with the project manager in another organization, in which case the up-to-date information of the project may be distributed across the organizations. The information base for the

implementation of the development project is largely based on the law, but also on the completed strategy, which brings clarity to procurement management and organizations. (Finnish Government; Helsingin Sanomat, 2020.)

#### **4.1 Research Setting and Data Collection**

The electronic survey questionnaire collected the data for this study. The purpose of the questionnaire was to 1) produce new information on the effect of the service and 2) gather information on profiles of the enterprises and the background factors. A total of 6559 informants were selected to participate in the questionnaire. The focus group comprised individuals who had participated in the service Recruit Like a Pro between the years 2019 – October 2023.

The questionnaire was sent to 6559 people as an online survey. The invitation for questionnaire was sent via email with comprehensive introduction. The questionnaire was open from October 31<sup>st</sup> of 2023, till November 17<sup>th</sup> of 2023 in Webropol survey creation program. During the response period, four reminders were sent out, adjusted to coincide with periods when the flow of responses slowed down. These reminders were effective and did intensify the response rate after each reminder was sent. The total number of responses was 920, resulting in a response rate of 14 %.

The depth was added to the results with two open-ended questions in the questionnaire. Creating the questionnaire requires expertise from the creator, and the success of the research depends largely on the technical implementation of the survey. A self-designed questionnaire requires planning, repeated testing, and modification. The length of the questionnaire is often a criterion for choosing not to respond to the survey (Vanhala 2006, 17). The researcher collaborated with the client, aiming to make the survey concise, short, and focused. The survey was divided into seven pages, but it took approximately five minutes to reply.

The design of the questionnaire requires, among other things, defining concepts and selecting the research framework (Heikkilä 2014, 45). Respondents decide, for example, whether to respond to the survey based on the appearance of the questionnaire. Good questions and the right target group are prerequisites for the success of survey research (Heikkilä 2014, 46). The study focused on Recruit Like a Pro service's enterprise customers, which were the target group in the questionnaire. The target group were the customers between the years of 2019 and 2023 in the survey. The scope and the reason the respondents received the survey, were explained in the invitation email. The electronic form consisted of 20 questions (see Appendix 1. Questionnaire in English), and it was almost anonymous. The questions were formulated to be clear, simple, and necessary for easy answering. It was tested and it was translated to English, Finnish, and Swedish languages. Specialized terminology and other unfamiliar words for laymen were not used. The respondents could answer the form almost anonymously, meaning that contact information was not asked at all. The background questions were not too sensitive or intrusive; for example, the respondent's age was not inquired about.

Responding is quick, and statistical processing of results is easy. On the other hand, answers can be given without consideration, and intermediate options as well as the "I don't know" option may be enticing. The choices and their presentation order can also guide the respondent. Correcting classification errors afterward is challenging, so systematic planning is emphasized when conducting a questionnaire (Heikkilä 2014, 49). A large portion of the survey questions were closed or structured questions. Their basic principle was to simplify the processing of answers and prevent certain errors. The questionnaire used a Likert five-point scale for attitude questions, but also included multiple-choice questions and mixed-format questions with the option "Other, specify". This prevented the restriction of answer options only to those devised by the researcher. A weakness of Likert scales is that the weight of items for different respondents cannot be known from the answers. In addition, respondents tend to bring logic to their

responses, where the answer to the previous question affects the subsequent one (Heikkilä 2014, 51). The questionnaire did not include the response option "I don't know" for those respondents who may lack experience in statistical research or knowledge of the subject. The scale starts from option 1=Completely disagree. This ensures that the study obtains a higher average when respondents generally agree with the questions. The statements are thus positively framed, making interpretation logically easier than when using the opposite numbering (Heikkilä 2014, 52).

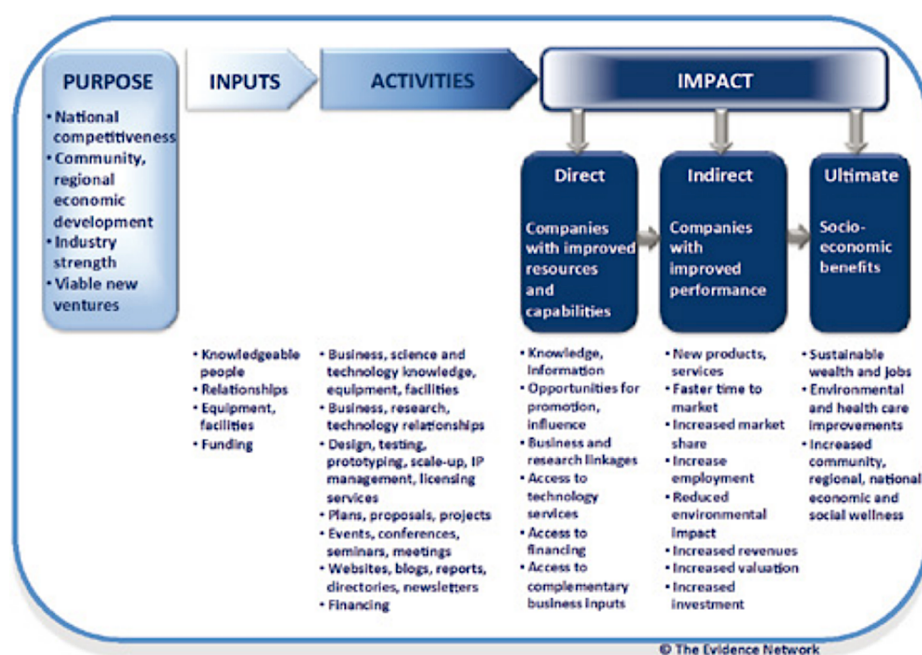
Qualitative research often uses unrestricted open-ended questions, yielding spontaneous and unrestricted responses. Surveys typically also include, to some extent, delimited open-ended questions. Open-ended questions are useful when alternatives are not fully known (Heikkilä 2014, 47). According to Vanhala (2006, 17), there should be a few open-ended questions in a survey to allow respondents to freely describe the problems they have experienced. The questionnaire included one open-ended question, placed among the last questions of the form, with the purpose of gathering opinions and suggestions for improvement from the respondents.

In the creation of the survey, Vanhala (2006, 18) suggests that errors can be avoided through pretesting the survey. Testing with 5–10 individuals is sufficient, but it must be ensured that they actively seek to clarify the clarity and unambiguity of questions and instructions, the functional content of response options, the difficulty of answering the questionnaire, and the time required for answering. Missing and unnecessary questions also need to be identified (Heikkilä 2014, 58). The questionnaire was tested with the client's survey experts, thesis supervisor and about five ordinary individuals who were not familiar with terms related to the survey. In the tests, the respondents were able to complete the survey in less than 15 minutes. After testing, the questions were modified, and it was tested once again by the individuals mentioned above.



## 4.2 Measurement of Construct

The survey was carried out using the survey method developed by The Evidence Network, a Canadian organization specializing in evaluating the effects of innovation instruments. The method has been used in Finland before, for example, young innovative companies in the evaluation of the program (The Evidence Network, 2013).



**Figure 9.** Impact Logic Model (Evidence Network, 2013).

The method is based on the impact logic model, which is seen in Figure 9. It explores both the direct and indirect effects of subsidies. Direct effects mean effects on companies' resources and capabilities (for example, product development, networking, strategic competence). These effects are long lasting and spread over several years. Indirect effects mean business effects visible in the longer term, resulting from direct effects, such as an increase in employment or

turnover. More detailed information about the survey is presented in separate survey appendices 1, 2 and 3 in different languages and in the following chapters.

The structure of the questionnaire followed the guidelines emphasized in the literature related to survey creation. The questionnaire included questions that became available for answering only if the respondent had answered in a specific way to previous questions. The structure in the beginning had 3 parts which included measurement items on Likert's 5 option's scale. The first part started with six questions on recruitment process, then the second part included six questions on communication process and then the third part included seven questions on organizational performance. The measurement items were simple and progressed to more in-depth and complex questions. After that there was a specific question (number 4) on if the participation on the service led into recruitment or renting employment. If the respondent answered "yes", the questionnaire continued to question number 5, which asked how many employees the company hired or rented. Towards the end of the survey, questions 6-19 asked the respondents for background information, like gender, and profession. Question number 8 was: "Has the financial situation of the company changed after participating?" The follow-up question was to "Describe in your own words how the company's financial situation has changed after participating. What are the reasons for change?" Open ended question number 9 was asked only if in question number 8 respondents' economic situation had changed in the company. Question 11 asking about the price became available if the respondent had responded "No" to the earlier question of not wanting to pay for the service at all. These ensured that the respondents were qualified to answer more specific questions and that the questions were targeted to the right respondents.

#### **4.2.1 Measurement Items of Recruitment Process, Communication Process and Organizational Performance**

The measurement items regarding the recruitment process were (i) my skills related to recruitment improved during service; (ii) I got a lot of useful information

from the service; (iii) I will continue to participate in free public services; (iv) I would recommend the service to other entrepreneurs who are interested in recruiting; (v) The information from Recruit Like a Pro service has had effect on my turnover, and (vi) My competence as an employer improved in the service.

The measurement items regarding the communication process were (i) the service provider's interaction and efficiency during the service was of high quality; (ii) I am satisfied with communication channels and tools which were used in the service for personal interaction; (iii) Communication with the service provider has been clear and open during the recruitment process; (iv) Communication with the service provider had an impact on the decision to acquire or to recruit people; (v) I am satisfied with the level of information and advice I received in the service, and (vi) Communication between the service provider and TE Office regarding the service went well.

The measurement items regarding the organizational performance were (i) Company's turnover increased; (ii) Company's profitability improved; (iii) Customer satisfaction improved; (iv) Entrepreneur's own, and possible employees' retention improved; (v) I received useful material related to recruitment; (vi) The recruitment skills (including the recruitment of competent people) improved, and (vii) Recruit Like a Pro service led to a permanent increase in personnel.

#### **4.2.2 Demographic Survey Questions**

Question 6 started the background information questions asking, "Did you participate in the Recruit Like a Pro service mainly remotely or on-site?" The majority, 87 %, responded remotely. In Figure 10 question 7 is introduced: "Evaluate the turnover (in euros) of the company in the past year". The demographic background of respondents is presented in Tables 1, 2, 3, 4 and 5.

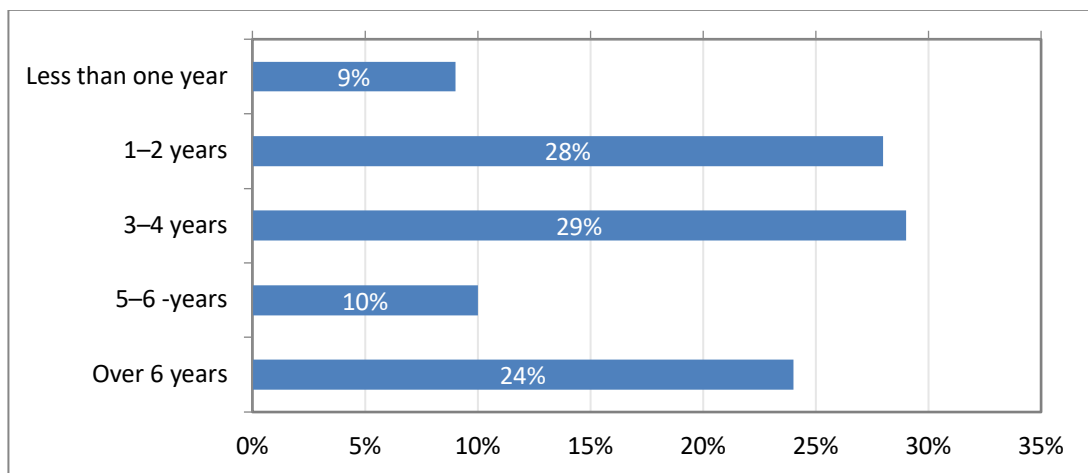
**Table 1.** Distribution of the sexes (gender).

Sex	Frequency	Percent	Valid Percent	Cumulative Percent	Adult Finnish Citizen (Statistics Finland 2022)
Male	513	55,8	55,8	55,8	49%
Female	390	42,4	42,4	98,2	51%
Other	4	0,4	0,4	98,6	
I prefer not to tell	13	1,4	1,4	100,0	
Total	920	100,0	100,0		

The distribution of respondents' gender did align with the overall demographic distribution in Finland. Table 1 reveals that the distribution of the sexes was similar, male (55,8 %) and female (42,4 %). A small number of respondents (1,8 %) left the response option blank (n=920). Those who prefer not to tell the answer to this question responded to other questions, and their answers are included in the analyses. Most of the individuals responding to the survey hold a higher level of education which is seen in Table 2.

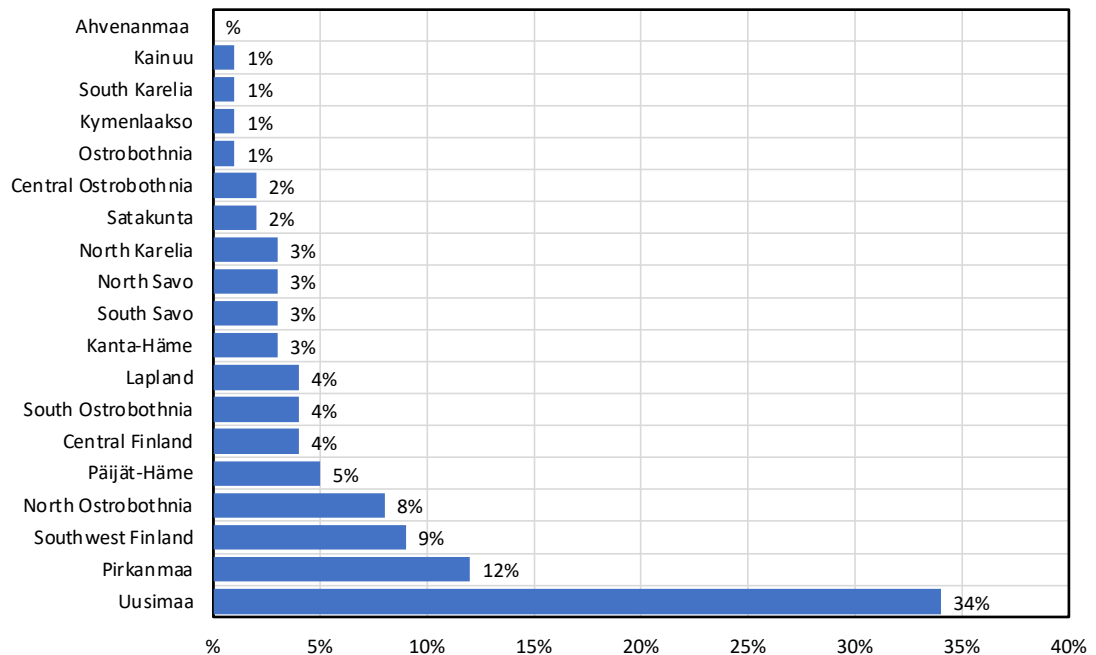
**Table 2.** Education level of respondents.

What is your highest education level?	Frequency	Percent	Valid Percent	Cumulative Percent
PhD	20	2,2 %	2,2	2,2
Master's degree	197	21,4 %	21,4	23,6
Bachelor's degree	286	31,1 %	31,1	54,7
Secondary education (vocational or high school)	366	39,8 %	39,8	94,5
Primary education	28	3,0 %	3,0	97,5
Other, specify	23	2,5 %	2,5	100,0
Total	920	100,0 %	100,0	



**Figure 10.** The maturity of microenterprises. How long has the company been in operation since its registration?

As shown in Figure 10 most of the companies were 1-2 years and 3-4 years old companies, but also 24 % were over 6 years old. In Figure 11 it can be seen that no companies were located in Åland. Table 3 shows that 38,9 % of the companies participating in this study had 100 000–499999 € turnover. According to these facts, the target group has been relevant amongst the participating companies.



**Figure 11.** Home regions of the respondents' companies.

**Table 3.** Companies' turnover in the past year.

Options	n	Percent
0–49999 €	250	27,2%
50 000–99999 €	211	22,9%
100 000–499999 €	358	38,9%
500 000–1 000 000 €	62	6,8%
Over 1 000 000 €	39	4,2%

### 4.3 Reliability and Validity

Table 4 presents the descriptive statistics of the variables and the results of the reliability test. Reliability was assessed using Cronbach's Alpha. Cronbach's Alpha is a measure of internal consistency or reliability of a scale. It ranges from 0 to 1, where higher values indicate greater reliability. In this case, the Cronbach Alpha

values for recruitment process, communication process, and organizational performance are 0,922, 0,937, and 0,909, respectively. This indicates positive reliability.

**Table 4.** Descriptive statistics from the data.

	N	Minimum	Maximum	Mean	Standard Deviation	Cronbach Alpha
Recruitment Process	<b>920</b>	<b>1,00</b>	<b>5,00</b>	<b>3,47</b>	<b>0,981</b>	<b>0,922</b>
Communication Process	<b>920</b>	<b>1,00</b>	<b>5,00</b>	<b>3,84</b>	<b>0,996</b>	<b>0,937</b>
Organizational Performance	<b>920</b>	<b>1,00</b>	<b>5,00</b>	<b>2,85</b>	<b>0,975</b>	<b>0,909</b>

The descriptive statistics in Table 4 provide a comprehensive overview of the key variables in study. For the recruitment process, the data includes responses from 920 participants, ranging from a minimum score of 1,00 to a maximum of 5,00. The mean score is 3,4694, with a standard deviation of 0,98102, indicating a moderate level of variability in perceptions about the recruitment process.

Similarly, for the communication process, the dataset consists of 920 responses, with scores varying from 1,00 to 5,00. The mean score is 3,8355, and the standard deviation is 0,99576, suggesting a slightly higher level of variability in opinions about the communication process compared to the recruitment process.

Finally, in terms of organizational performance, the data encompasses responses from 920 participants, with scores ranging from 1,00 to 5,00. The mean score is 2,8453, and the standard deviation is 0,97543, indicating a notable range of perceptions regarding organizational performance. These statistics provide a foundational understanding of the distribution of opinions among the participants.

#### 4.4 Analysis of Measurement Items

In data preparation, out of 920 responses, none were excluded from the analysis because it was compulsory to respond to all questions in the answer sheets. Consequently, 920 responses were used in the analysis. The tables 5, 6 and 7 provide data on the results of a survey. The participants were asked to rate various aspects of the service on a scale from 1 to 5, and the tables present the percentage distribution across the different response categories, as well as the average and median scores.

**Table 5.** Measurement Items of Recruitment Process and Results.

<b>Evaluate how the following statements describe the process and content of participating in the Recruit Like a Pro service.</b>	<b>1.</b>	<b>2.</b>	<b>3.</b>	<b>4.</b>	<b>5.</b>	<b>Average</b>	<b>Median</b>
My skills related to recruitment improved during service.	7,0 %	9,9 %	26,4 %	37,3 %	19,4 %	3,8	4,0
I got a lot of useful information from the service.	5,3 %	9,4 %	20,9 %	38,4 %	26,0 %	3,9	4,0
I will continue to participate in free public services.	6,6 %	9,1 %	20,2 %	31,0 %	33,1 %	3,9	4,0
I would recommend the service to other entrepreneurs who are interested in recruiting.	6,3 %	5,6 %	13,5 %	34,9 %	39,7 %	4,1	4,0
The information from Recruit Like a Pro service has had a positive effect on my turnover.	25,7 %	18,9 %	36,8 %	12,7 %	5,9 %	2,9	4,0
My competence as an employer improved in the service.	10,8 %	10,9 %	27,3 %	35,6 %	15,4 %	3,6	4,0
Total						3,7	4,0



In summary, participants generally provided positive feedback on the recruitment process and communication process, while the organizational performance received comparatively lower scores in Table 7, indicating room for improvement in areas such as turnover increase and permanent personnel increase. The profitability of companies did not increase after participation in the service.

**Table 6.** Measurement Items of Communication Process and Results.

<b>Evaluate how the following statements apply to the communication of the Recruit Like a Pro service.</b>	<b>1.</b>	<b>2.</b>	<b>3.</b>	<b>4.</b>	<b>5.</b>	<b>Average</b>	<b>Median</b>
The service provider's interaction and efficiency during the service was on high quality.	4,0 %	6,9 %	13,6 %	33,4 %	42,1 %	4,0	4,0
I am satisfied with communication channels and tools which were used in the service for personal interaction.	4,7 %	5,1 %	16,3 %	34,8 %	39,1 %	4,0	4,0
Communication with the service provider has been clear and open during the recruitment process.	4,9 %	6,2 %	17,4 %	30,1 %	41,4 %	4,0	4,0
Communication with the service provider had an impact on the decision to acquire or to recruit people.	13,0 %	13,7 %	28,5 %	26,6 %	18,2 %	3,2	3,0
I am satisfied with the level of information and advice I received in the service.	6,0 %	7,0 %	15,1 %	35,2 %	36,7 %	3,9	4,0
Communication between the service provider and TE Office regarding the service went well.	5,0 %	6,5 %	17,8 %	34,5 %	36,2 %	3,9	4,0
<b>Total</b>						<b>3,8</b>	<b>4,0</b>

**Table 7.** Measurement Items of Organizational Performance and Results.

<b>Evaluate how the following statements were realized after the participation in the Recruit Like a Pro service.</b>	<b>1.</b>	<b>2.</b>	<b>3.</b>	<b>4.</b>	<b>5.</b>	<b>Average</b>	<b>Median</b>
Company's turnover increased.	<b>28,7 %</b>	<b>14,7 %</b>	<b>38,5 %</b>	<b>13,0 %</b>	<b>5,1 %</b>	<b>2,5</b>	<b>3,0</b>
Company's profitability improved.	<b>27,9 %</b>	<b>15,6 %</b>	<b>39,4 %</b>	<b>12,9 %</b>	<b>4,2 %</b>	<b>2,5</b>	<b>3,0</b>
Customer satisfaction improved.	<b>25,1 %</b>	<b>12,2 %</b>	<b>42,7 %</b>	<b>14,3 %</b>	<b>5,7 %</b>	<b>2,6</b>	<b>3,0</b>
Entrepreneur's own, and possible employees' retention improved.	<b>19,5 %</b>	<b>11,1 %</b>	<b>35,4 %</b>	<b>25,2 %</b>	<b>8,8 %</b>	<b>2,9</b>	<b>3,0</b>
I received useful material related to recruitment.	<b>7,9 %</b>	<b>8,3 %</b>	<b>16,7 %</b>	<b>35,9 %</b>	<b>31,2 %</b>	<b>3,7</b>	<b>4,0</b>
The recruitment skills (including the recruitment of competent people) improved.	<b>10,8 %</b>	<b>10,6 %</b>	<b>22,8 %</b>	<b>35,0 %</b>	<b>20,8 %</b>	<b>3,4</b>	<b>4,0</b>
Recruit Like a Pro service led to a permanent increase in personnel.	<b>47,7 %</b>	<b>13,4 %</b>	<b>22,5 %</b>	<b>8,0 %</b>	<b>8,4 %</b>	<b>2,2</b>	<b>2,0</b>
<b>Total</b>						<b>2,8</b>	<b>3,0</b>

## 5 EMPIRICAL FINDINGS

This chapter presents the statistical analysis and interpretation of the questionnaire output data. The research questions of the study were the following:

- RQ1. What is the relationship between the Recruitment process and Organizational performance?
- RQ2. How does the Communication process impact the Recruitment process and Organizational performance?
- RQ3. How does the Recruitment process without Communication process impact Organizational performance?

In the analysis, was investigated underlying questions which are part of the project processes. The application of statistical methods like hypothesis testing with SPSS and AMOS but also adding a structured approach to root cause analysis, which gives practical insights into the world of Six Sigma, will introduce the findings in the upcoming chapters. These methods and potential tools address the core issues rather than merely treating symptoms.

### 5.1 Correlation Analysis and Hypothesis Test

To test the model, the correlational analysis and path analysis were employed. Table 8 presents the results of the correlation matrix. Hypothesis 1 (H1) suggested that the recruitment process is positively associated with organizational performance. This hypothesis was confirmed with  $r = 0,814$  and  $p < 0,001$ . The second hypothesis (H2) was that the recruitment process is positively associated with communication. This was supported as  $r = 0,832$  and  $p < 0,001$ . The third hypothesis (H3) proposed that project communication is positively associated with organizational performance. This relationship was substantiated with  $r = 0,724$  and  $p < 0,001$ .

**Table 8.** Correlation matrix.

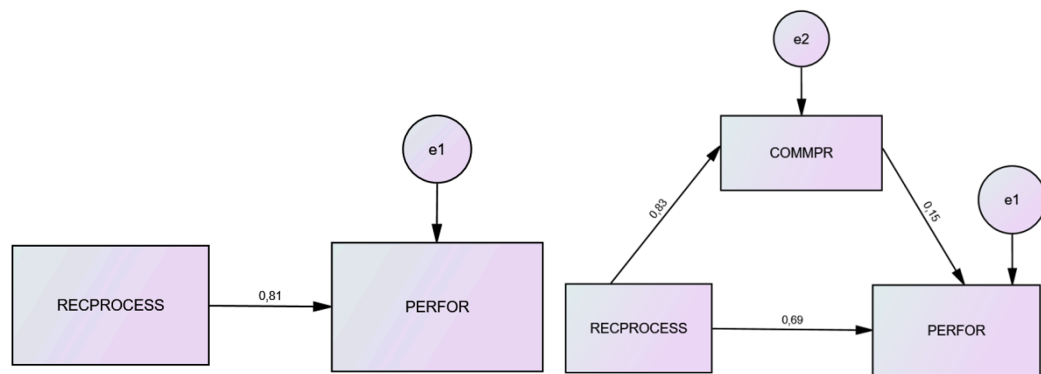
	RECRUITMENT PROCESS	COMMUNICATION PROCESS	ORGANIZATIONAL PERFORMANCE
RECRUITMENT PROCESS	1	0,832**	0,814**
COMMUNICATION PROCESS	0,832**	1	0,724**
ORGANIZATIONAL PERFORMANCE	0,814**	0,724**	1

\*\*Correlation is significant at 0.01 level (two tailed), \*p = 0.02.

## 5.2 Structural Equation Model

In Figure 12 Hypothesis H1, H2 and H3 were tested more in-depth with the structural equation modelling (SEM) using the IBM SPSS AMOS -software. Amos comes from the words of Analysis of Moment Structures. (McCormick et al., 2017.)

From Figure 12 it can be observed that the impact of recruitment process (RECPROCESS) to organizational performance (PERFOR) without communication process (COMMPR) is 0,81. The impact is seen to reduce when the communication process is introduced between the recruitment process and organizational performance. This reduction in impact highlights the mediating role of the communication process in the analysis, acting as a mediator between the recruitment process and the organizational performance variables.



**Figure 12.** Structural equation modelling model (standardized estimates).

As seen in Table 9, the total effect of recruitment process on organizational performance is significant with a standardized estimate of 0,809 and a p-value of 0,004. This suggests that there is a substantial impact of the recruitment process variable on the organizational performance. The direct effect of recruitment process on organizational performance is also significant with a standardized estimate of 0,688 and a p-value of 0,005. This indicates that the direct relationship between recruitment process and organizational performance is statistically significant, suggesting that changes in the recruitment variable directly affect changes in performance. The indirect effect of the communication process on organizational performance is significant with a standardized estimate of 0,151 and a p-value of 0,005. This implies that the communication process has a statistically significant impact on performance, but this effect is mediated through another variable (possibly recruitment process). The mediation effect is present because it is an indirect effect. (Table 9.)

**Table 9.** Regression weight of variables in the mediation model (standardized estimates, two tailed).

	STANDARDIZED ESTIMATION	P-VALUE	RESULT
TOTAL EFFECT: RECRUITMENT -> PERFORMANCE	0,809	0,004	Significant Impact
DIRECT EFFECT: RECRUITMENT -> PERFORMANCE	0,688	0,005	Significant Impact
INDIRECT EFFECT: COMMUNICATION PROCESS -> PERFORMANCE	0,151	0,005	Significant Impact

The standardized regression weights of variables in the SEM model are presented in Table 10. The results reveal a positive relationship between the recruitment process and organizational performance (regression coefficient = 0.845,  $p < 0.001$ ), confirming the patterns observed in the correlation matrix. Additionally, the hypothesis that the recruitment process is positively related to the communication process is supported (regression coefficient = 0.684,  $p < 0.001$ ). Furthermore, Hypothesis 3, stating that the communication process is positively related to organizational performance, is also substantiated (regression coefficient = 0.148,  $p = 0.005$ ). The estimate corresponds to the unstandardized regression weight, and the p-value represents the significance level, indicating the probability of observing the data if the null hypothesis is true. The labels (\*\*\*, \*\*) indicate the level of significance, with \*\*\* being highly significant.

The hypothesised model demonstrated a good fit to the data. The maximum likelihood estimation (MLE) was used because the research data were normally distributed. The Normal Fit Index (NFI) and Goodness of Fit Index (GFI) both showed perfect fit with values of 1.000. RMSEA, Root Mean Square Error of

Approximation, was 0.873 (90 % CI: 0,842, 0,904, PCLOSE = 0,000), indicating a superior fit to the data compared to the independence model which also had an RMSEA value of 0.873 (NFI = 0,000, GFI = 0,000, 90 % CI: 0,842, 0,904, PCLOSE = 0,000). CI refers to Confidence Interval and PCLOSE is the p-value for the close fit test, and it is testing whether error is greater than ,05. Rather than testing for perfect fit, it is testing for “close” fit. The RMSEA is among the more widely reported measures of fit. Experts differ on acceptable values. (McCormick et al., 2017, 29, 35.)

**Table 10.** Regression weight of variables in SEM Model (unstandardized estimates).

Nr.	Hypotheses	Estimate	P value
H1	Recruitment process -> Organizational Performance	0,845	<0,001 (***)
H2	Recruitment process -> Communication Process	0,684	<0,001 (***)
H3	Communication Process -> Organizational Performance	0,148	0,005 (***)

## 6 DISCUSSION AND ANALYSIS

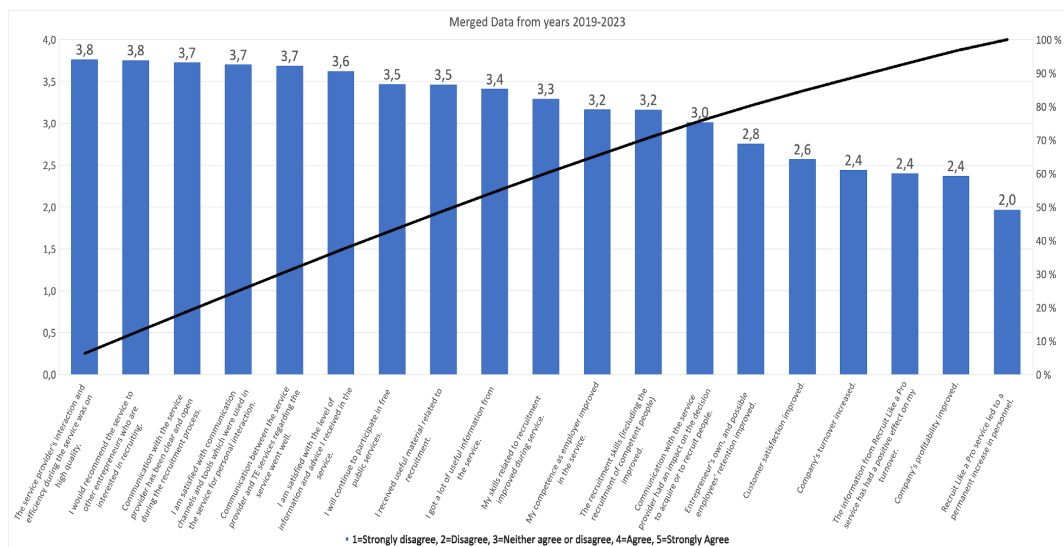
Hereby the data is analyzed to find out what is the concrete effect of the communication process which in this study is referring to the public sector project as mediating between recruitment process and organizational performance. In the following chapters, a further analysis is made. First, the data was merged from years 2019-2023 for pareto analysis which puts the measurements items in order. That indicated that the communication items had the highest averages and the lowest ones in the analysis included performance items. In Section 6.2 the root cause analysis was performed. In this chapter the analyses are quite strongly based on Lean Six Sigma methods.

### 6.1 Pareto Analysis

The true pareto chart has uniqueness to it. It shows the data arranged in descending order of frequency of occurrence (or other chosen measures like cost), the “trivial many” data are often pooled together as “miscellaneous” or “other,” and the chart contains a secondary axis with percentages, and a cumulative percentage line plotted. (Munro, 2015, 163.) The Pareto chart helps us to visualize the items charted as “vital few” and “trivial many” using the famous 20th-century Italian economist Vilfredo Pareto’s principle of 80:20. Credit has been given to Dr. Joseph Juran for first applying this principle in quality improvement.

The pareto analysis is a technique used to prioritize and focus on the most significant factors or issues. In Figure 13 the pareto analysis is introduced from the merged data of years 2019-2023 in the project. For example, looking at the first statement "My skills related to recruitment improved during service", 5,51 % of respondents strongly agreed (rated 5), contributing to the cumulative percentage but the average is 3,3 which is near on the option Neither agree or disagree. Overall, the items below 3 averages in the chart need extra attention. Figure 14 concludes the causes which need to be improved. Most of the variables are related to performance and that was not the objective of the service.





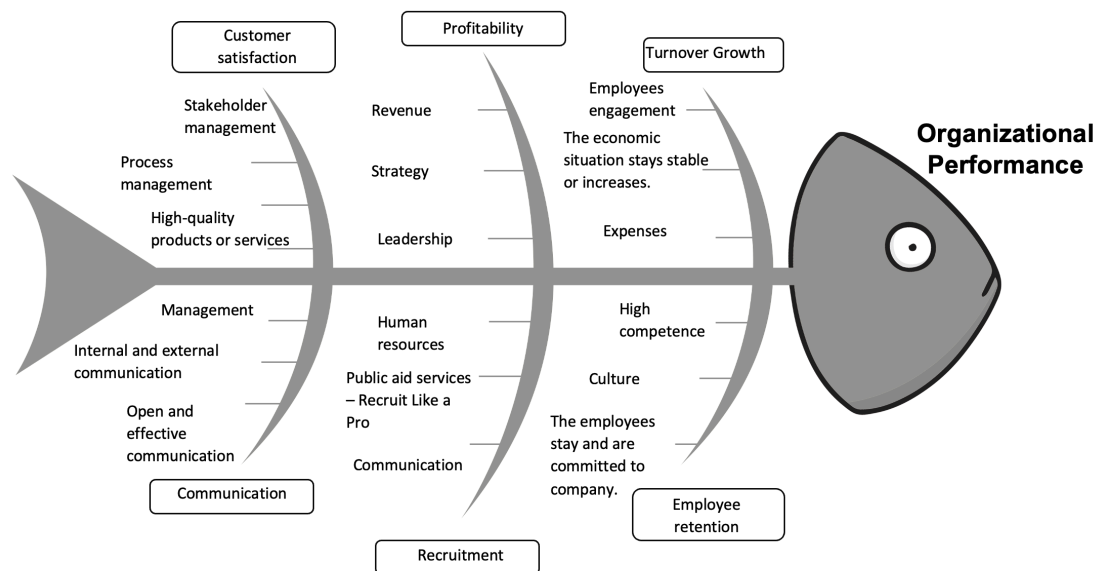
**Figure 13.** Pareto chart of merged data including the most critical factors.

The Pareto analysis typically focuses on identifying the most critical factors. In this case, attention should be paid to statements with higher cumulative percentages, as these represent the aspects that are more positively perceived by participants and have a more significant impact on the overall evaluation of the service.

## 6.2 Root Cause Analysis and Run Chart of Organizational Performance

In Figure 14 possible causes for organizational performance are listed. From the analysis we see the variables. In this study independent variables, X, have been collected from possible causes in the fishbone diagram. Dependent variable, Y, is dependent on the X independent variables, X. Correlation coefficient, R, was not measured between the variables in this case. (Munro, Ramu & Zrymiak, 2015, 264.)

## FISHBONE DIAGRAM



**Figure 14.** Organizational performance as a symptom in cause-and-effect diagram.

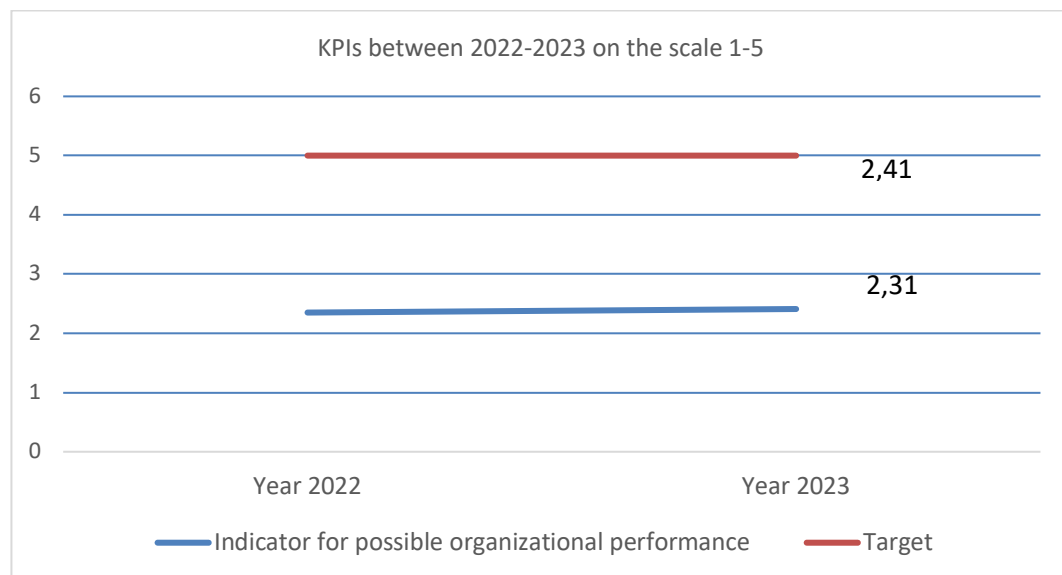
The independent variable in this analysis is the recruitment process, the mediator is the communication process, and the dependent variables are items such as turnover growth, profitability, and customer satisfaction which are under the organizational performance factor. The variable 'Year' ( $x$ ) in the formula  $y=f(x)$  represents the timeframe divided into two distinct years: 2022 and 2023. For the year 2022,  $x$  is 10.26, and for the year 2023,  $x$  is 10.49. (Table 11.)

**Table 11.** Formula  $y=f(x)$ .

Year	$x$ - Average for Causes Indicators (Data Collection results Avg. Per Year)	$f$ - Percentage of Organizations Not Recruiting (23%)	$y$ - Key Performance Indicator
2022	10,26	23 %	2,35
2023	10,49	23 %	2,41

These values reflect the average of cause indicators for the respective years and are part of the formula associated with the key performance indicator for possible organizational performance (y).

Figure 15 is elaborating on the analysis of the root cause analysis as we can see the developing trends in the years of 2022 and 2023 in Recruit Like a Pro service. The run chart is according to Munro (2015) an extremely powerful tool for showing how stable a process is behaving. In a run chart organizational performance measurement data was used to measure it between years 2022 and 2023.



**Figure 15.** Run chart for organizational performance.

It is a line graph of data plotted over time and it is visualizing the possibility for organizational performance in enterprises in 2022-2023. The blue line in the run chart is increasing as the project grows more mature and the project organization gets more mature after the first year and it creates solutions to cause variables. This suggests that the key performance indicator for possible organizational performance has increased slightly from 2022 to 2023 based on the data. The

orange line is visualizing the optimal target (5) for the improvements. The target is 5 on the scale 1-5 and the indicator in 2022 was 2,35 and in 2023 it was 2,41. This observation in Figure 15 was based on the formula  $y=f(x)$  to calculate these key performance indexes for visualization. The small conclusion is that improvements have been occurring during the years.

The factor denoted by 'f,' representing the percentage of organizations that did not recruit during the service (23%), is considered as the upward trend value. This factor was utilized as the respondent's rate for recruitment in both the years 2022 and 2023. The application of this factor in the formula  $y=f(x)$  indicates a consistent consideration of the 23% rate in assessing the key performance indicator for possible organizational performance across both years. The respondent distribution on this question is seen in Table 12.

**Table 12.** Distribution of recruiting new people or acquiring workforce from survey.

Did Recruit Like a Pro service lead to recruiting new person or acquiring workforce?	Mean	N	Std. Deviation	Percent
Yes	3,5371	208	0,76912	23 %
No	2,6433	712	0,93633	77 %
Total	2,8453	920	0,97543	100 %

## 7 CONCLUSIONS

Starting with H1, the results highly support the hypothesis asserting a significant positive relationship between the recruitment process and organizational performance. Many of the 920 respondents expressed tangible improvements in their recruitment-related skills, with 37,3% strongly attesting to their progression during the service. Moreover, the perceived positive impact on the turnover, reported by 38,5% of participants, reinforces the belief in the contributory nature of an elevated Recruitment Process to better business performance.

According to H2, the results substantiate a significant positive relationship between the recruitment process and the communication process. Particularly the respondents had high satisfaction levels regarding the service provider's interaction and efficiency, coupled with the commendation for communication channels and tools (42,1 % and 39,1 %, respectively) which illuminates a synergy between effective recruitment and communication processes within the Recruit Like a Pro service.

Finally, H3's proposition of a significant positive relationship between companies' communication process and organizational performance finds empirical support in the positive correlations observed. Notably, the strong ties between communication satisfaction and key business outcomes, such as a noteworthy 42,7 % expressing increased customer satisfaction and 35,9 % acknowledging the receipt of valuable recruitment-related material, highlight the strong impact of effective communication facilitated by the service on overall company performance.

While most respondents did not report new personnel recruitment through the service, the identified positive relationships highlight the extensive benefits of participating in the Recruit Like a Pro service. Particularly, enhancements in recruitment skills, communication process, and various business aspects were acknowledged. The popular use of remote participation (87,2 %) reflects the

adaptability and accessibility of the service, reinforcing its potential to positively influence performance-related factors.

In summary, the findings affirm our hypotheses, indicating that the Recruit Like a Pro service indeed makes significant positive contributions to the recruitment process, communication process, and overall performance of Finnish enterprises adding that the service will not affect the profitability of the service. However, recognizing the different perspectives and varied experiences among participants, the study shows us the complicated nature of these relationships. Ongoing research and evaluation will remain imperative for a comprehensive understanding of the service's long-term effects on businesses in the nationwide service in different regions.

Overall, the service brings value to the microenterprises in Finland. The number of the small-and-medium sized businesses in Finland is 294 965. Also, the economical export in Finland is low. In Finland there has been public service aid for enterprises to grow and get support especially when the enterprises are in the starting of a business or over a 1-year-old company. The trend has been that companies are more likely to shrink to a smaller size category rather than to grow into a larger one from 2008 to 2020. The role of the growing businesses as catalysts economically is recognized and Finland needs more growing companies to survive from weak economic situations. (ETLA, 2023.)

The introduction to public aid systems through service like Recruit Like a Pro is giving the enterprises holistic approach to Finland's aid system. The Recruit Like a Pro service has served in Finland since 2017 starting as a pilot project till 2024. The nationwide long-term effect on Finland's employment numbers, economic situation and export statistics can be further research ideas for the future studies.

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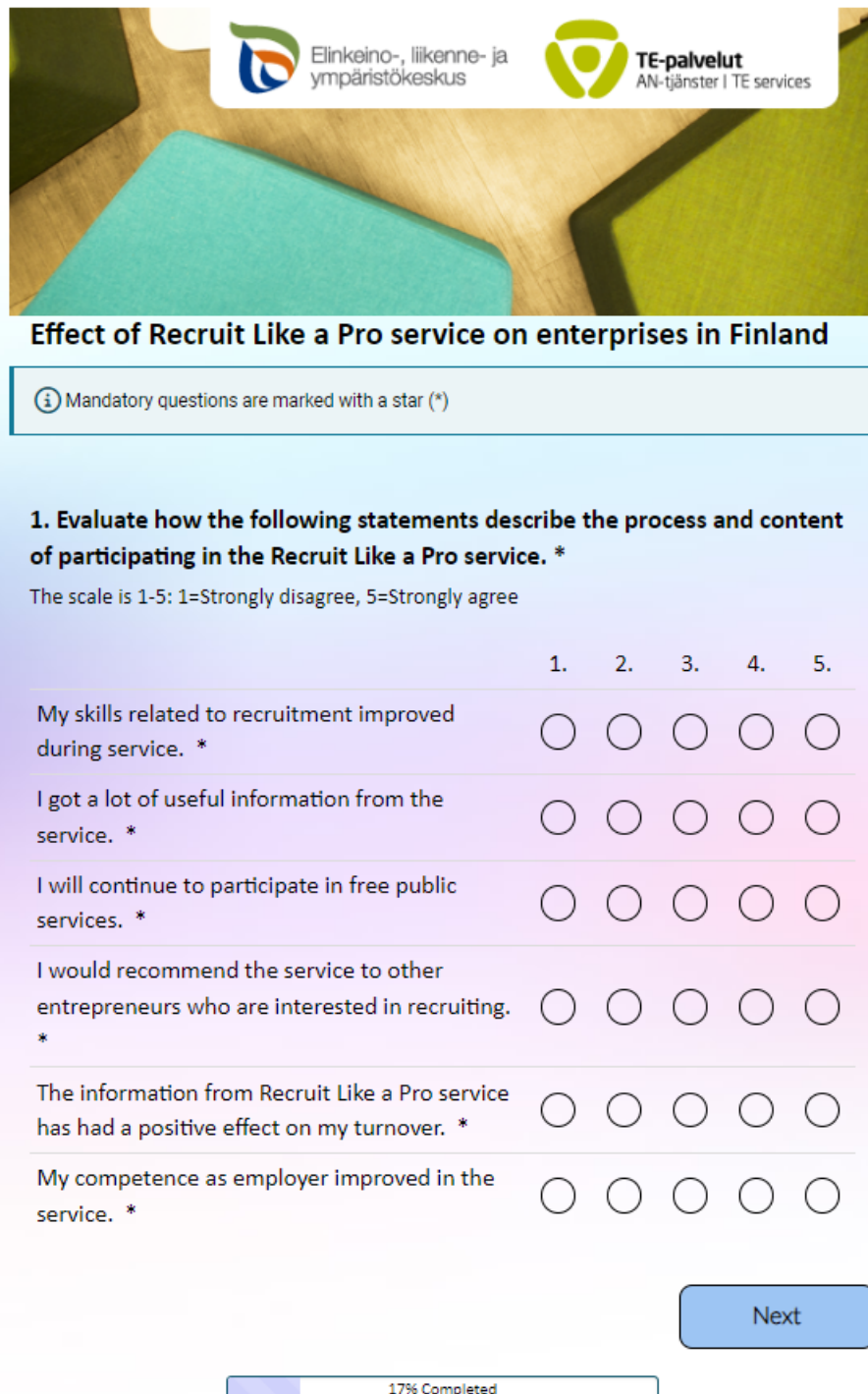
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## APPENDIX 1. Questionnaire in English.



The image shows a digital questionnaire interface. At the top, there are logos for 'Elinkeino-, liikenne- ja ympäristökeskus' and 'TE-palvelut AN-tjänster | TE services'. Below the logos is a title 'Effect of Recruit Like a Pro service on enterprises in Finland'. A note indicates that mandatory questions are marked with a star (\*). The main section is titled '1. Evaluate how the following statements describe the process and content of participating in the Recruit Like a Pro service. \*'. It includes a scale explanation: 'The scale is 1-5: 1=Strongly disagree, 5=Strongly agree'. There are six statements, each followed by five radio buttons labeled 1 to 5. The statements are: 'My skills related to recruitment improved during service. \*', 'I got a lot of useful information from the service. \*', 'I will continue to participate in free public services. \*', 'I would recommend the service to other entrepreneurs who are interested in recruiting. \*', 'The information from Recruit Like a Pro service has had a positive effect on my turnover. \*', and 'My competence as employer improved in the service. \*'. At the bottom right is a 'Next' button, and at the bottom center is a progress bar showing '17% Completed'.

**Effect of Recruit Like a Pro service on enterprises in Finland**

*i* Mandatory questions are marked with a star (\*)

**1. Evaluate how the following statements describe the process and content of participating in the Recruit Like a Pro service. \***


The scale is 1-5: 1=Strongly disagree, 5=Strongly agree

	1.	2.	3.	4.	5.
My skills related to recruitment improved during service. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I got a lot of useful information from the service. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I will continue to participate in free public services. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would recommend the service to other entrepreneurs who are interested in recruiting. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The information from Recruit Like a Pro service has had a positive effect on my turnover. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My competence as employer improved in the service. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Next

17% Completed

## Effect of Recruit Like a Pro service on enterprises in Finland

 Mandatory questions are marked with a star (\*)

### 2. Evaluate how the following statements apply to the communication of the Recruit Like a Pro service. \*

1=Strongly disagree, 5=Strongly agree

The service has included initial mapping. On the basis of which there have been about 3-5 hours of personal counseling. In the service, an entrepreneur could have stayed during 6 months to present questions to the service provider. The participant gets access to an extensive bank of instructions and, in addition, a written plan to support the progress.


	1.	2.	3.	4.	5.
The service provider's interaction and efficiency during the service was on high quality. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am satisfied with communication channels and tools which were used in the service for personal interaction. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communication with the service provider has been clear and open during the recruitment process. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communication with the service provider had an impact on the decision to acquire or to recruit people. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am satisfied with the level of information and advice I received in the service. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communication between the service provider and TE services regarding the service went well. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Previous

Next

33% Completed

## Effect of Recruit Like a Pro service on enterprises in Finland

 Mandatory questions are marked with a star (\*)

### 3. Evaluate how the following statements were realized after the participation in the Recruit Like a Pro service.

1=Strongly disagree, 5=Strongly agree

	1.	2.	3.	4.	5.
Company's turnover increased. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Company's profitability improved. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Customer satisfaction improved. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Entrepreneur's own, and possible employees' retention improved. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I received useful material related to recruitment. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The recruitment skills (including the recruitment of competent people) improved. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recruit Like a Pro service led to a <u>permanent</u> increase in personnel. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### 4. Did Recruit Like a Pro service lead to recruiting new person or acquiring workforce? \*

☒ Yes ☐ No

### 5. How many new people have you recruited or acquired during the service or after it? \*


3 characters left

Previous

Next



## Effect of Recruit Like a Pro service on enterprises in Finland

 Mandatory questions are marked with a star (\*)

### Background information

**6. Did you participate in the Recruit Like a Pro service mainly remotely or on-site? \***

☐ Remotely ☐ On-site

**7. Evaluate the turnover (in euros) of the company in the past year. \***

Select



**8. Has the financial situation of the company changed after participating? \***

Yes, clearly improved. ▼

**9. Describe on your own words how the company's financial situation has changed after participating. What are the reasons for change?**

**10. Would you have purchased the service without de minimis public support? Currently the service is free of charge. If you are not prepared to pay, please explain why you would not be. \***

De minimis support is public support granted to companies, regulated by [European Commission Regulation \(EU\) No. 1407/2013](#). Support can be financing or other benefits, for example tax relief, interest subsidy, partially or completely free training or other service offered to a limited group of companies.

☒

Yes

☐

No

**11. How much would you be willing to pay (in euros) for this service? \***

1000


0 characters left

Previous

Next

67% Completed

## Effect of Recruit Like a Pro service on enterprises in Finland

 Mandatory questions are marked with a star (\*)

**12. How long have the company been in operation since its registration? \***

Select ▼

**13. How many employees including yourself are working in the company at the moment? \***

Select ▼

**14. What is the company's Home Municipality (municipality that is registered as the company's home municipality) in Finland? \***

Select ▼

**15. What is the company's location municipality? \***

Selection in Finnish

Select ▼

**16. Please, provide your company's business ID (Business Identity Code). \***

ID is in the form of 1234567-8

9 characters left

**17. What is your designation at the company? \***

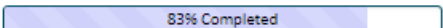
- ☐ CEO, owner or founder
- ☐ Chairman
- ☐ Full member of the board
- ☐ Deputy member of the board
- ☐ Procurement holder or authorized spokesperson
- ☐ Other, specify

**18. What is your highest education level? \***

- ☐ PhD
- ☐ Master degree
- ☐ Bachelor degree
- ☐ Secondary education (vocational or high school)
- ☐ Primary education
- ☐ Other, specify

**19. Please choose your gender \***


- ☐ Male ☐ Female ☐ Other
- ☐ I prefer not to tell

[Previous](#)[Next](#)83% Completed 

English ▾

Elinkeino-, liikenne- ja  
ympäristökeskusTE-palvelut  
AN-tjänster | TE services

## Effect of Recruit Like a Pro service on enterprises in Finland

 Mandatory questions are marked with a star (\*)

**20. Please tell your development ideas and give the feedback on the Recruit Like a Pro service. Thank you!**

[Previous](#)[Submit](#)

100% Completed

## APPENDIX 2. Questionnaire in Finnish.


Elinkeino-, liikenne- ja ympäristökeskus

TE-palvelut  
AN-tjänster | TE services

### Työllistä taidolla -palvelun vaikutus yrittäjiin Suomessa

 Pakolliset kysymykset merkitty tähdellä (\*)

**1. Arvioi seuraavia väittämiä Työllistä taidolla -palveluun osallistumisen prosessista ja sen sisällöstä. \***


Asteikko on 1-5: 1=Täysin eri mieltä, 5=Täysin samaa mieltä

	1.	2.	3.	4.	5.
Rekrytointiin liittyvä osaamiseni parantui palvelun aikana. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sain palvelusta paljon hyödyllistä tietoa. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Osallistun jatkossakin vastaavan tyyppisiin maksuttomiin julkisiin palveluihin. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Suosittelisin palvelua muille yrittäjille, jotka ovat kiinnostuneita rekrytoinnista. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Työllistä taidolla -palvelusta saatu tieto on vaikuttanut liikevaihtooni positiivisesti. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Osaaminen työntekijänä toimimisena kehittyi palvelussa. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[Seuraava](#)

17% Valmis

## Työllistä taidolla -palvelun vaikutus yrittäjiin Suomessa

 Pakolliset kysymykset merkitty tähdellä (\*)

### 2. Arvioi seuraavien väittämien toteutumista liittyen viestintään palvelun aikana. \*

1=Täysin eri mieltä, 5=Täysin samaa mieltä

Palveluun on sisällytetty tilanteen kartoitus, jonka pohjalta henkilökohtaista neuvontaa on ollut noin 3-5 tuntia. Palvelussa yrittäjä on voinut olla mukana jopa kuusi kuukautta, ja prosessin aikana heränneitä kysymyksiä on voinut esittää tuona aikana palveluntuottajalle. Lisäksi osallistuja saa käyttöönsä laajan ohjepankin ja henkilökohtaisen kirjallisen suunnitelman etenemisensä tueksi.

	1.	2.	3.	4.	5.
Palveluntuottajan vuorovaikutus ja tehokkuus palvelun aikana oli laadukasta. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Olen tyytyväinen viestintäkanaviin ja -välineisiin, joita palvelussa käytettiin henkilökohtaiseen vuorovaikutukseen. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yhteydenpito palveluntuottajan kanssa on ollut selkeää ja avointa rekrytointiprosessin aikana. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yhteydenpidolla palveluntuottajan kanssa on ollut vaikutusta päätökseeni työn hankintaan tai rekrytointiin liittyen. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Olen tyytyväinen saamaani tiedon ja neuvonnan tasoon palvelussa. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yhteydenpito palveluntuottajan ja TE-toimiston suunnalta yritykseeni sujui hyvin. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Edellinen

Seuraava

33% Valmis



### Työllistä taidolla -palvelun vaikutus yrittäjiin Suomessa

Pakolliset kysymykset merkitty tähdellä (\*)

#### 3. Arvioi seuraavien väittämien toteutumista palveluun osallistumisen jälkeen.

1=Täysin eri mieltä, 5=Täysin samaa mieltä

	1.	2.	3.	4.	5.
Liikevaihtoni kasvoi. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Kannattavuus parani. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Asiakastytyytyväisyys parani. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Yrittäjän oma, ja mahdollisten työntekijöiden, sitoutuneisuus parani. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Sain hyödyllistä lisämateriaalia rekrytointiin liittyen. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Rekrytointiosaaminen (sisältäen osaavien henkilöiden rekrytointi) parani. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Työllistä taidolla -palvelu johti <u>pysyvään</u> henkilöstön lisäykseen. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

#### 4. Johtiko Työllistä taidolla -palvelu uuden henkilön palkkaukseen tai työvoiman hankintaan? \*

☒ Kyllä ☐ Ei

#### 5. Kuinka monta uutta henkilöä olette palkanneet tai hankkineet palvelussa olon aikana tai sen jälkeen? \*

3 merkkiä jäljellä


Edellinen

Seuraava

50% Valmis



## Työllistä taidolla -palvelun vaikutus yrittäjiin Suomessa

 Pakolliset kysymykset merkitty tähdellä (\*)

### Taustatiedot

6. Miten osallistuit palvelun neuvontaan pääasiassa? \*

☐ Etänä ☒ Paikan päällä

7. Arvioi yrityksesi nykyinen liikevaihto (euroina) viimeisen vuoden aikana \*

0–49 999 € ▼



8. Onko yrityksenne taloudellinen tilanne muuttunut Työllistä taidolla - palveluun osallistumisesi jälkeen? \*

Kyllä, selvästi parantunut ▼

9. Kerro omin sanoin yrityksesi taloudellisen tilanteen muutoksesta palveluun osallistumisen jälkeen. Mistä syystä muutos johtuu?

10. Olisitko hankkinut palvelua, jos kyse ei olisi vähämerkityksellisestä julkisesta tukeasta (De minimis)? Kyseessä on yrittäjälle maksuton palvelu tällä hetkellä. Jos et ole valmis maksamaan, perustele miksi et olisi. \*

De minimis -tuki on yrityksille myönnettävää julkista tukea, jota säätelee [Euroopan komission asetus \(EU\) Nro 1407/2013](#). Tuki voi olla rahoitusta tai muuta etuutta, esimerkiksi verohelpotus, korkotuki, osin tai kokonaan ilmainen koulutus tai muu palvelu, joka tarjotaan rajatulle yritysjoukolle.

☒ Kyllä ☐ En

11. Paljonko olisit valmis maksamaan (euroina) palvelusta? \*

4 merkkiä jäljellä

Edellinen

Seuraava

67% Valmis

12. Kuinka kauan yritystoiminta on ollut toiminnassa rekisteröitymisestä lähtien? \*

13. Kuinka monta työntekijää itsesi mukaan lukien työllistätte tällä hetkellä? \*

14. Mikä on yrityksenne sijaintimaakunta (kunta, joka on rekisteröity yrityksen kotikunnaksi) Suomessa? \*

15. Mikä on yrityksenne sijaintikunta? \*

16. Yrityksen Y-tunnus \*

Y-tunnus on muodossa: 1234567-8

9 merkkiä jäljellä

17. Mikä on asemasi yrityksessä? \*

☐ Toimitusjohtaja, omistaja tai perustaja

☐ Puheenjohtaja

☐ Hallituksen varsinainen jäsen

☐ Hallituksen varajäsen

☐ Prokuristi

☐ Muu, mikä

18. Mikä on korkein saavuttamasi koulutustaso? \*

☐ Tohtorikoulutus

☐ Ylempi korkeakoulututkinto

☐ Alempi korkeakoulututkinto

☐ Toisen asteen koulutus (ammattikoulu tai lukio)

☐ Perusasteen tutkinto

☐ Muu, mikä

19. Valitse sukupuolesi \*

☐ Mies

☐ Nainen

☐ Muu


☐ En halua kertoa

Edellinen

Seuraava

83% Valmis

**Työllistä taidolla -palvelun vaikutus yrittäjiin Suomessa**

 Pakolliset kysymykset merkitty tähdellä (\*)


20. Sana on vapaa. Kerro kehittämisideoita ja palautetta Työllistä taidolla - palveluun liittyen. Kiitos!


Edellinen

Lähetä


100% Valmis

## APPENDIX 3. Questionnaire in Swedish.


Elinkeino-, liikenne- ja ympäristökeskus


TE-palvelut  
AN-tjänster | TE services

## Effekten av tjänsten Sysselsätt skickligt på företagare i Finland

 Obligatoriska frågor är markerade med en stjärna (\*)

**1. Utvärdera hur följande påståenden beskriver processen och innehållet i att delta i Tjänsten Sysselsätt skickligt. \***


Skalan är 1-5: 1=Håller inte alls med, 5=Håller helt med

	1.	2.	3.	4.	5.
Min kompetens relaterad till rekrytering förbättrades under tjänsten. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Jag fick mycket användbar information från tjänsten. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Jag kommer att fortsätta att delta i liknande typer av kostnadsfria offentliga tjänster. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Jag skulle rekommendera tjänsten till andra företagare som är intresserade av att rekrytera. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Den information som erhöles från tjänsten med kompetens har haft en positiv effekt på min omsättning. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kompetens som arbetsgivare utvecklad i tjänsten. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Nästa

17% Genomfört

## Effekten av tjänsten Sysselsätt skickligt på företagare i Finland

 Obligatoriska frågor är markerade med en stjärna (\*)

### 2. Utvärdera hur följande anspråk relaterade till kommunikation förverkligades under tjänsten. \*

1=Håller inte alls med, 5=Håller helt med

Tjänsten har innefattat en kartläggning av situationen, utifrån vilken det har förekommit ca 3-5 timmars personlig rådgivning. Företagaren har kunnat delta i tjänsten i upp till ett halvår och frågor som har uppstått under processen har ställts till tjänsteleverantören under den tiden. Dessutom får deltagaren tillgång till en omfattande bank med instruktioner och en personlig skriftlig plan för att stödja hans framsteg.

	1.	2.	3.	4.	5.
Interaktionen och effektiviteten hos tjänsteleverantören under tjänsten var av hög kvalitet. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Jag är nöjd med de kommunikationskanaler och verktyg som används i tjänsten för personlig interaktion. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kommunikationen med tjänsteleverantören har varit tydlig och öppen under rekryteringsprocessen. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kontakten med tjänsteleverantören påverkade mitt beslut om jobbförvärv eller rekrytering. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Jag är nöjd med den information och rådgivning jag fått i tjänsten. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kommunikationen från tjänsteleverantören och AN-tjänster till ditt företag gick bra. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Föregående

Nästa

33% Genomfört

**3. Utvärdera hur följande påståenden blev verklighet efter att ha deltagit i tjänsten.**

1=Håller inte alls med, 5=Håller helt med

	1.	2.	3.	4.	5.
Min omsättningshastighet ökade. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Lönsamheten förbättrades. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Kundnöjdheten förbättrades. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Företagarens och potentiella anställdas engagemang förbättrades. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Jag fick användbart ytterligare material relaterat till rekrytering. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Rekryteringsförmågan (inklusive rekrytering av kompetenta personer) förbättrades. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Tjänsten Sysselsätt skickligt ledde till en <u>permanent</u> ökning av personalen. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

**4. Ledde Tjänsten Sysselsätt skickligt till anställning av en ny person eller förvärv av arbetskraft? \***☒ Ja ☐ Nej**5. Hur många nya personer har du anställt eller skaffat under eller efter att du varit i tjänsten? \***

3 tecken kvar

Föregående

Nästa

50% Genomfört

6. Deltog du i Tjänsten Sysselsätt skickligt huvudsakligen på distans eller på plats? \*

☐ På distans ☒ På plats

7. Uppskatta ditt företags omsättning (i euro) det senaste året \*

Över 1 000 000 € ▾



8. Har ditt företags ekonomiska situation förändrats efter du deltog i Tjänsten Sysselsätt skickligt? \*

Ja, klart förbättrat ▾

9. Berätta om det med dina egna ord hur ditt företags ekonomiska situation har förändrats sedan du deltog. Vad är anledningen till förändringen?



10. Skulle du ha köpt tjänsten utan offentligt stöd av mindre betydelse (De minimis-stöd)? Tjänsten är kostnadsfri just nu. Om du inte är beredd att betala, vänligen förklara varför du inte skulle vara det. \*

De minimis-stöd är offentligt stöd som ges till företag, reglerat av [Europeiska kommissionens förordning \(EU\) nr 1407/2013](#). Stöd kan vara finansiering eller andra förmåner, till exempel skattelättnader, räntebidrag, helt eller delvis kostnadsfri utbildning eller annan service som erbjuds en begränsad företagsgrupp.

☒ Ja ☐ Nej

11. Hur mycket skulle du vara villig att betala (i euro) för tjänsten? \*


4 tecken kvar

Föregående

Nästa

67% Genomfört

## Effekten av tjänsten Sysselfatt skickligt p   f  retagare i Finland

 Obligatoriska fr  gor   r markerade med en stj  rna (\*)

12. Hur l  nge f  retaget har varit ig  ng efter rekistrering? \*

V  lj 

13. Hur m  nga anst  llda har du just nu (inklusive dig/f  retagare)? \*


V  lj 

14. Vilket   r det l  n d  r ditt f  retag   r bel  get (kommun som   r registrerad som f  retagets hemkommun) i Finland? \*

V  lj 

15. Var ligger ditt f  retag? \*

P   Finska endast

V  lj 

16. Vad   r ditt f  retags FO-nummer? \*

FO-nummer har formen: 1234567-8

9 tecken kvar

17. Vilken   r din position i f  retaget? \*

- ☐ Verkst  llande direkt  r,   gare eller grundare
- ☐ Ordf  rande
- ☐ Styrelseledamot
- ☐ Styrelsesuppleant
- ☐ Prokurister
- ☐ Annars, vad

18. Vilken är den högsta utbildningsnivån du uppnått? \*

- ☐ Doktorsutbildning  
☐ Magisterexamen  
☐ Lägre högskoleexamen  
☐ Gymnasieutbildning (yrkesskola eller gymnasieskola)  
☐ Grundexamen  
☐ Annars, vad

19. Kön \*

- ☐ Man ☐ Kvinna ☐ Annat alternativ  
☐ Vill ej svara

Föregående

Nästa

83% Genomfört



### Effekten av tjänsten Sysselsätt skickligt på företagare i Finland

Obligatoriska frågor är markerade med en stjärna (\*)

20. Berätta om dina utvecklingsidéer och feedback angående Sysselsätt skickligt tjänsten. Tack så mycket!

Föregående

Skicka

100% Genomfört